

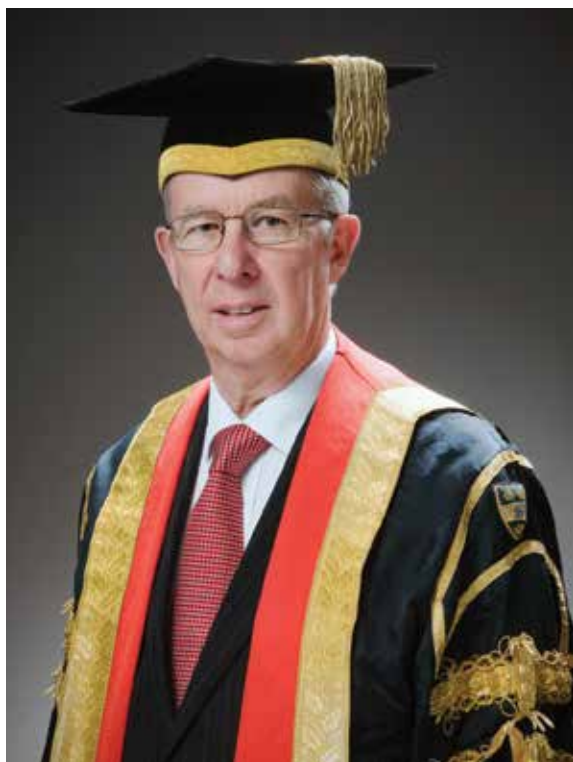
Victoria University Annual Report 2013

Front cover: Mathematical art by Victoria University graduate Dr Rhiannon Hall. This octahedron, constructed from 432 individual pieces, was created by Dr Hall, who lectures in Mathematics at Brunel University, London. She uses her complex geometric paper creations to demonstrate to students how precise mathematical ratios can be applied. Dr Hall completed undergraduate and Master's studies at Victoria and was supervised by Professor Geoff Whittle. Professor Whittle announced in 2013 that, after more than 15 years of research, he and colleagues Professor Jim Geelen (Canada) and Professor Bert Gerards (Netherlands) had solved Rota's Conjecture, a complex mathematical problem first posed more than 40 years ago.

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Introduction from the Chancellor



I am very pleased to write this introduction to the 2013 annual report of Victoria University of Wellington. It has been a year of further major developments and outstanding achievements, reflecting a University that accepts its role in delivering a quality education based on research-led teaching, coupled with a range of opportunities for the student experience. Effectiveness in these areas ensures that Victoria also continues to contribute to the wellbeing of society.

Council's role is setting the strategic goals, currently from the 2009–14 Plan, then ensuring the resourcing to enable those goals to be implemented plus monitoring that implementation. The aim is for Victoria to remain at the forefront of tertiary education, with Council also aware that alongside key stakeholders it has responsibility for the reputation of Victoria.

Council acknowledges the leadership of the Vice-Chancellor, Professor Pat Walsh, who, with his senior management team plus the academic staff and well supported by the general staff, ensures that Victoria University meets its strategic goals. It particularly values the Vice-Chancellor reporting to Council against those goals, outlining progress in implementation.

Tertiary environment

The tertiary environment remains challenging but Council remains determined that the University must meet its obligations to staff, students and society in offering a quality education. A key aspect here, of course, is resourcing. The University accepts that many organisations in both the public and private sector are facing financial constraints and accepts its own responsibilities in the monitoring of expenditure and in the development of additional income streams. Many of the costs faced by universities are set internationally, while in the area of income development there is considerable competition.

Victoria understands these challenges though, and is focused accordingly, accepting that it must be strategic in its planning.

Council, with management, has continued to ensure that the University's Investment Plan for 2013–15 is meeting the expectations of the Tertiary Education Commission (TEC): focus on Māori and Pasifika learners; excellence and distinctiveness; and the links of research activities to economic enhancement. The University covers all such expectations within its strategic goals.

Capital development

The University has a 10-year Campus Development Framework linked to its strategic goals and this guides management's work and recommendations, and Council's decisions.

A highlight of this year has been the completion of the Hub, the new three-level central building and adjacent courtyard opened by the Governor-General in March. The Hub offers students a number of social spaces, comfortable study areas, a bookshop plus café and a pharmacy. This major capital investment ensures that Victoria continues to offer a first-rate student experience. In addition, the University has continued to address the demand for student accommodation, with Victoria students now in hostels around the city.

A major consideration of Council and management has been ensuring that all buildings are at the required earthquake standard. The University has been proactive in undertaking assessment work and meeting related expenditure, also in developing a programme for any upgrades. It is appropriate I record here my thanks to the staff directly involved for the response that took place immediately following the major mid-year earthquake, with the focus on checking of all facilities and returning the University to normal as quickly as possible, which was achieved.

A university council must always be aware of developments in teaching and research with their updated methods, equipment and facilities, alongside the movement amongst courses. While Victoria has its 10-year Campus Development Plan, that must be constantly reviewed in light of such changes.

Academic matters

Victoria is committed to a sound academic environment in which both research and learning and teaching can flourish. The goals of the Strategic Plan have continued to underpin the reports Council receives and the decisions it makes.

The goal in the Strategic Plan for research set in 2009 was that there must be a dramatic improvement in "Victoria's overall research performance" and this, of course, was achieved with Victoria ranked first among New Zealand universities in its overall research quality in the 2012 evaluation conducted by TEC. This achievement illustrated the effectiveness of an organisation working together, with Council, the governing body, setting a clear strategic direction; the senior leadership group, and here I particularly commend the Vice-Chancellor, Professor Pat Walsh, and the Deputy Vice-Chancellor (Research), Professor Neil Quigley, ensuring the appropriate structures, processes and support were in place; and then, equally importantly, a positive response of the academic staff with the backing of the general staff. All involved are to be thanked for their commitment to this goal and are to be congratulated on the outcome.

Council has also been very pleased in the success of many of the academic staff in the various grant rounds, noting particularly the number of Marsden grants received. There have also been a number of Fellowships plus other acknowledgements of the quality of research at Victoria. This quality is also demonstrated by the high rankings of the faculties and the recognition they receive from international organisations.

The University has continued to strengthen its academic role by additional international relationships, furthering the implementation of the strategic goal of external relationships. This has not only been evidenced by the signing of memoranda but also on campus with a number of high-level international conferences and visitors.

Under the strategic goal of teaching and learning, Council endorsed a number of strategies, including the Digital Teaching and Learning Strategy. It also approved the Student Charter, contributing to the deliberations on the Graduate Profile. Council wishes to play its part in ensuring graduates are well ready to take their place in society and able to contribute accordingly.

Council has also been pleased to see initiatives in 2013 contributing to the University's strategic goals of capability and equity. Work has continued towards ensuring an inclusive and representative environment for all staff and students through activities such as the new Capability Strategy, staff and student success plans and a focus on Māori and Pasifika students as per the Tertiary Education Strategy.

Awards and honours

At the graduation ceremonies the University conferred the honorary degrees confirmed by Council on two of New Zealand's most accomplished merchant bankers and distinguished company directors, Rob Cameron and Paul Baines.

Also, during the year, a further Distinguished Alumni Awards dinner was held, attended by nearly 500 people in the Wellington Town Hall. The recipients this year again illustrated the range of talent and wide-ranging involvement of its graduates.

The other award approved by Council is the Hunter Fellow, being the award granted to those who give exceptional service to the University. The awards in 2013 went to four well-deserving people, including former Chancellor, staff member and student leader, the late Rosemary Barrington (see University Council section, right).

Council was also very pleased to record its pleasure in the success of graduate Eleanor Catton in winning the prestigious Man Booker Prize with *The Luminaries*. Her achievement here is outstanding and Council is equally pleased that her publisher is Victoria University Press.

Friends of the University

Council records its thanks to many organisations that support the University and here particular mention must be made of the Development Office within which is the administrative support for the Victoria University Foundation, also giving leadership there and to the Alumni Office. Thanks must be extended to the Chair, Elaine McCaw, and other Trustees of the Foundation for the service they give to the University and, too, to those assisting in the staging of alumni functions, both here and overseas.

The role of 'friends' for a university can never be underestimated. It ensures that there are people who understand and support a university's mission, in some cases by simply speaking well of it but also often in making a tangible contribution. Both are valued and appreciated. In this regard, I also want to express appreciation to those public and private sector organisations that have joined with the University in specific areas of research, including in the establishment of Chairs.

University Council

The full Council meets each month. In alternate months Council meetings give consideration to reports from the committees and management, with some reports requiring Council approval, including the monthly financial statements, others for noting but ensuring Council is kept well informed on the implementation of plans. The Vice-Chancellor reports at each Council meeting on progress towards the strategic goals and in November gives an overview of the year.

In alternate months, Council meets in workshop sessions, joining with senior management in discussions on the major issues and challenges facing the University. This has the advantage of Council having a greater understanding of matters before they reach Council for decision.

During the year there were changes in the membership of Council but rightly I record first the sad loss after a sudden illness of Rosemary Barrington, former Chancellor and for many years fully involved in Victoria. Her contribution at the Council table was greatly valued.

Emeritus Professor Peter Walls joined Council at the beginning of the year following the Court of Convocation elections and the Tertiary Education Minister made two further appointments to Council with Neville Jordan and Neil Paviour-Smith. Rory McCourt, VUWSA president, joined David Alsop in the middle of the year as the second student on Council.

I thank Graeme Mitchell, the Pro-Chancellor, and all Council members for their commitment to the wellbeing of Victoria University through the service they give on Council. Further, I record Council's thanks to the Vice-Chancellor, Professor Pat Walsh, for his role as both Council member and Chief Executive of the University, and to all staff members—in the Senior Management Team, the academic staff and the general staff—for their untiring work for the University, plus the two Council Secretaries in 2013, Leah Gifford and Caroline Ward.

Two years ago the Minister for Tertiary Education signalled that he wished to review the structure and composition of university councils. At the end of last year he stated that he felt a reduced number of Council members would lead to more effective governance. Council deliberated on these signals and concluded, albeit not unanimously, that it could accept a reduction in numbers (currently 19) but it would wish to maintain stakeholder representation. At the end of 2013 the Minister was giving consideration to the submissions.

Vice-Chancellor appointment

In addition to the responsibilities outlined above, Council, during 2013, in accordance with the Education Act 1989, was fully involved in the appointment of the next Vice-Chancellor; Professor Walsh relinquishing the appointment at the end of February 2014.

Council was most encouraged by the number of applications it received, reflecting the high regard in which Victoria is held.

The process for selection was rigorous, beginning with focus groups of staff at all levels, plus those representing Māori staff and students and a further group of students. The outcome of those focus groups had a considerable bearing on the position description. Further, during the process, staff were kept informed through regular reports by the Chancellor and, at the shortlist stage, selected staff groups met with those candidates, with all shortlisted candidates speaking at a staff forum.

Council was supported in the process by a Process Monitoring Committee chaired by the Chancellor and with its own designated staff member; and also by an international search firm. All Council members had full access to the material on all candidates, with Council meeting several times in special session to ensure full consideration of all candidates prior to its decision.

Professor Grant Guilford, currently Dean of the Faculty of Sciences at Auckland University, was appointed in October to be the next Vice-Chancellor of the University, effective March 2014.

It is appropriate here to record my thanks to all involved in the process, particularly the members of the Process Monitoring Committee but also to Council, with all members giving extra time to this responsibility. I also thank the Vice-Chancellor for making himself available to meet all shortlisted applicants and to those staff members who assisted in the process.

Professor Pat Walsh

It is appropriate I finish this Annual Report introduction by acknowledging the leadership since 2005 of Professor Pat Walsh. It must be noted though, that before becoming Victoria's Vice-Chancellor for nine years, Professor Walsh, who has been on the staff for 33 years, was in the Commerce Faculty and has held senior positions since 1996, including Dean and Pro Vice-Chancellor.

During his time as Vice-Chancellor the University has moved purposefully ahead, being well focused on its direction and achieving quite outstanding results in a number of areas, some already outlined above.

Specifically, Professor Walsh has led the University during a challenging period to which Victoria has responded strategically: further degrees and courses offered, including the introduction of engineering and the strengthening of science, without undermining other disciplines; memoranda of agreements signed with a number of organisations, including international universities, while establishing excellent internal and external relationships; marked progress in the University's internationalisation programme; building developments on campus, reflecting both need and student experience; and, of course, the outstanding result in the 2012 PBRF round.

The University has much to thank him for, as does Council, members always having found him committed to his role while quite willing to discuss matters. He certainly leaves with our very best wishes for whatever the years ahead may bring.



Ian McKinnon
Chancellor



Members of the Victoria University Council 2013.

*Standing from left: Rory McCourt, Neville Jordan, John Selby, Dr Theresa Sawicka, Caroline Ward (Secretary to Council), Charles Finny, David Alsop, Emeritus Professor Peter Walls, Neil Paviour-Smith, Victoria Heine, Professor Charles Daugherty, Associate Professor Megan Clark
Front row from left: Brenda Pilott, Roger Taylor, Professor Pat Walsh (Vice-Chancellor), Ian McKinnon (Chancellor), Graeme Mitchell (Pro-Chancellor), Helen Sutch, Professor Paul Morris*

Governance

University Council

The governing body of the University is the Victoria University Council, established under section 165 of the Education Act 1989. The functions and powers of the Council are consistent with those prescribed in the Education Act 1989, sections 180, 181 and 192. Council's key functions are to:

- appoint a chief executive
- prepare and submit an Investment Plan, and to determine policies and ensure the University is managed in accordance with that plan
- undertake planning relating to the University's long-term strategic direction
- determine, subject to the State Sector Act 1988, the policies of the institution in relation to the management of its affairs.

The Vice-Chancellor

The Education Act 1989 assigns the Vice-Chancellor, as Chief Executive of the University, the academic and administrative management of the institution. The State Sector Act 1988 designates the Vice-Chancellor as the employer of all staff.

Governance documents

Strategic Plan and Investment Plan

Council is responsible for approving the University's Strategic Plan, the overarching governance document that defines the University's mission, values and commitments to the Treaty of Waitangi.

We are also required to produce an Investment Plan by TEC to receive funding. The Investment Plan articulates how the University will achieve government priorities set out in the Tertiary Education Strategy, our mission and role in the tertiary sector, our education programmes and activities and the outcomes we seek to influence. It is the responsibility of Council to ensure that the University is managed in accordance with that plan, by determining the policies for its implementation.

Annual Budget

The Annual Budget identifies the projected revenue and operating and capital expenditures required to achieve the implementation of the Investment Plan in a calendar year. It is the responsibility of Council to approve the Annual Budget for each ensuing year.

Annual Report

Included in the Annual Report are the University's financial statements, and the Statement of Service Performance (SSP) that reports against performance measures specified in the Investment Plan. Council approves the Annual Report.

Committees of Council

The University Council has appointed, under section 193 of the Education Act 1989, specific committees, each with terms of reference. Each committee operates within the relevant provisions of the Education Amendment Act 1990 and the Local Government Official Information and Meetings Act 1987.

Academic Board

The Academic Board, established under sections 182(2), 193 and 194 of the Education Act 1989, advises Council on matters relating to courses of study, awards and other academic matters. The Board may also exercise powers delegated to it by Council and the Vice-Chancellor under sections 222 and 197 of the Education Act 1989.

Audit and Risk Committee

The Audit and Risk Committee is responsible for assisting Council in discharging its responsibilities relative to financial reporting, oversight of risk management and compliance with legislation. The Committee's scope encompasses the University and its subsidiaries. The Committee meets on a regular basis with the External and Internal Auditors of the University, giving full consideration to their reports, as it does to the Risk Register presented to it on a regular basis by senior management.

Finance Committee

The objective of the Finance Committee is to give Council timely assistance in discharging its responsibilities for assuring the quality and integrity of the financial management of the University. This includes financial planning and strategy, financial control, financial reporting, the management of risk and the monitoring of financial performance.

Governance Committee

The Governance Committee is responsible for advising Council on its role, processes and performance, including the fulfilment of Council's statutory responsibilities. Governance Committee members are appointed by Council.

Honorary Degrees and Hunter Fellowships Committee

The Honorary Degrees and Hunter Fellowships Committee is responsible for making recommendations to Council regarding the criteria, conferment or award for/of an honorary degree, Hunter Fellowship or any other honorary award which Council may wish to bestow.

Te Aka Mātua—Māori Advisory Committee

The objective of the Māori Advisory Committee is to provide Council with timely advice on the University's relations with Māori communities as they support the development and implementation of the Strategic Plan. The Committee receives reports and makes recommendations to Council about its responsibilities as they concern Māori communities.

Vice-Chancellor's Performance Review Committee

The Vice-Chancellor's Performance Review Committee aids Council to meet its responsibility to monitor and evaluate the Vice-Chancellor's performance, as prescribed in section 180 of the Education Act 1989.

Disciplinary Appeals Committee

The Disciplinary Appeals Committee is established on a case-by-case basis, with its powers conferred by the Student Conduct Statute pursuant to sections 193 and 222 of the Education Act 1989. The Statute sets out the procedures that apply in the event that a student is alleged to have breached acceptable standards of conduct.

Any appeal against a deciding manager's decision regarding a complaint of misconduct or serious misconduct, with the exception of those complaints that have been addressed using the tikanga Māori process, is made to the Disciplinary Appeals Committee.

Council membership for 2013

OFFICERS

Chancellor

Ian McKinnon CNZM QSO JP

Pro-Chancellor

Graeme Mitchell

Chair, Finance Committee

Roger Taylor MNZM

Vice-Chancellor

Professor Pat Walsh

MEMBERS

Appointed by the Minister of Education

David Chamberlain

2009–May 2013

Victoria Heine

March 2012–16

John Selby

March 2012–16

Neville Jordan CNZM

July 2013–17

Neil Paviour-Smith

July 2013–17

Vice-Chancellor

Professor Pat Walsh

2005–February 2014

Elected by academic staff

Professor Charles Daugherty ONZM

2009–16

Associate Professor Megan J. Clark

2011–February 2014

Professor Paul Morris

2009–16

Elected by general staff

Kevin Duggan JP

2011–March 2013

Dr Theresa Sawicka

April 2013–14

Elected by the Court of Convocation

Rosemary Barrington

2009–June 2016*

Ian McKinnon CNZM QSO JP

2011–14

Helen Sutch

2011–14

Emeritus Professor Peter Walls ONZM

2013–16

Student Representative

David Alsop

2013

Co-opted by the University Council

Graeme Mitchell

2009–17

Roger Taylor MNZM

2011–17

Rory McCourt

September 2013–December 2013

Appointed by the University Council,
in consultation with the New Zealand Council
of Trade Unions

Brenda Pilott

2008–16

Appointed by the University Council,
in consultation with Business New Zealand

Charles Finny

2009–16

*Rosemary Barrington passed away in June 2013.



VICTORIA

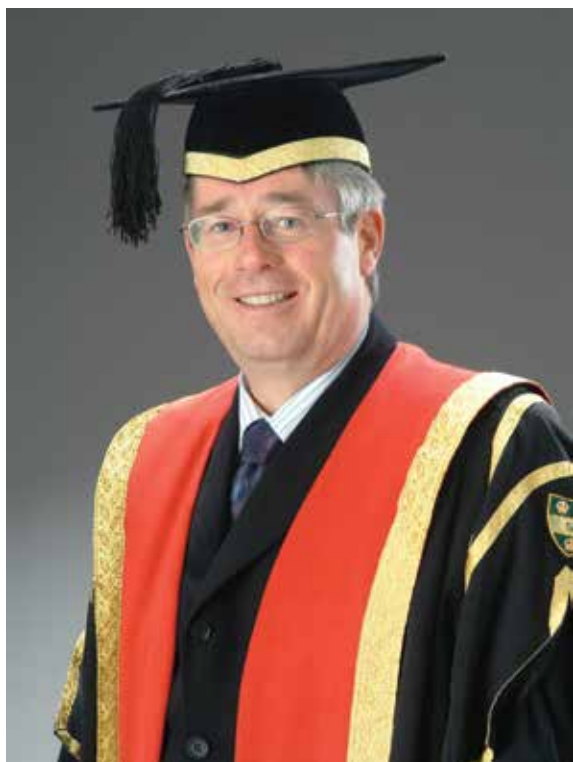
UNIVERSITY OF WELLINGTON

TE WHARE WĀHANGA

O TE TĪPŪKŪ TE TŪHŪ A MĀUI



Vice-Chancellor's commentary



This year, 2013, has been remarkable for Victoria University of Wellington. In addition to a suite of research successes and new learning and teaching initiatives, a number of projects reached completion and there have been many notable achievements for individuals, teams and the University as a whole. I am very proud of these accomplishments that reflect the culture of excellence we have created here. I am just as proud of Victoria's continued progress towards being one of the leading universities in Australasia and an institution that is widely regarded as being of the highest quality.

It gives me great pleasure to introduce some of the highlights of the past year.

Research

In April, Victoria was ranked first for overall research quality in the 2012 Performance Based Research Fund (PBRF) Evaluation by TEC. Victoria ranked first or second in 25 subject areas. This was an outstanding result that confirms that Victoria is New Zealand's most research-intensive university and validates the commitment of our staff to undertaking and disseminating world-class research.

As the year progressed, I was delighted to see further endorsement of Victoria's research capability with our staff receiving 21 prestigious Marsden grants—including 13 standard and eight Fast Start grants—worth \$11.2 million in total. This is the largest number of Marsdens ever received by the University in one year. Victoria also had the highest proportion of successful applications among all New Zealand universities in the 2013 Marsden funding round.

Three out of the 10 Rutherford Discovery Fellowships awarded in 2013 to support New Zealand's top emerging researchers went to Victoria staff, while Professor James Noble from the School of Engineering and Computer Science received a highly sought-after James Cook Research Fellowship for research that will address software failures.

There were many other notable research successes in 2013, including Criminology Professor John Pratt being named the recipient of the 2013 Mason Durie Medal for advancing the frontiers of social science.

Our popular and highly successful Summer Research programme continued, with 250 of Victoria's top-performing undergraduate and postgraduate students completing projects in the workplace over the 2013-14 summer period. This is an exciting initiative that allows employers to gain an edge using our students' skills, while the students get a taste of doing real-world research.

Learning and teaching

Victoria's reputation for academic excellence is underpinned by the quality of our learning environment and the innovative teaching that takes place here.

A number of important initiatives were implemented in 2013, including a pan-University focus on using innovative digital technologies to engage students and ensure they have the skills to succeed in the modern world. Our Digital Learning and Teaching Strategy, which will be progressively rolled out over the next four years, emphasises the highest standards of professional service in our support services for students.

Significant progress was also made during the year with implementing the Victoria Learning Partnership, that guides Victoria's approach to undergraduate education. One milestone reached was the adoption of a new Student Charter that sets out five goals our students are encouraged to pursue and ways in which the University will help them to achieve those goals.

We also captured the attributes and qualities our graduates can expect to gain from their studies at Victoria in a new graduate profile. An important part of the vision is that our students will benefit from wide-ranging opportunities for local and global engagement alongside their formal study. Feedback on the profile confirms that what we aim to give our students is highly relevant both to them and to their future employers.

I am pleased to report that Victoria continues to be at the leading edge of tertiary education by continuously introducing qualifications that are sought after in the working world. In 2013, this saw delivery of new programmes in areas including architecture, entrepreneurship, leadership, computer graphics and creative writing. We will continue on this path in 2014, with the introduction of courses in professional economics, e-Government and secondary school leadership.

Staff and student success

The high calibre of our staff and students was illustrated through a range of high-profile awards and accolades.

Kate McGrath, Professor of Chemistry and Director of the MacDiarmid Institute of Advanced Materials and Nanotechnology, won the Inspire Wellington Award for her work as a researcher, teacher and mentor. Associate Professor Penny Allan and senior lecturer Martin Bryant received the Charlie Challenger Supreme Award for landscape architecture planning, the top award from the New Zealand Institute of Landscape Architecture. I was also proud to see Dr Marco Sonzogni's contribution to the diffusion of Italian language and literature recognised with the presentation of Italy's highest ranking honour—the Ordine al Merito della Repubblica Italiana (Order of Merit of the Italian Republic).

It was an impressive achievement for our Law faculty to be ranked at number 19 in the world in the 2013 QS World University Rankings that evaluate 2,858 universities around the world. Our strength in the humanities and social sciences was also recognised with Politics and International Relations ranked at number 41 and English Language and Literature at 44. In The Times Higher Education world rankings, Victoria ranked 67th for the Arts and Humanities category.

The calibre of Victoria students was reflected in the range of national and international successes they achieved in 2013.

Examples include Mathematics and Physics student Felix Barber and Law student Yasmin Moinfar receiving two of the eight William Georgetti Scholarships administered by Universities New Zealand. Felix was also the only New Zealander to receive a Gates Scholarship, allowing him to complete postgraduate study at Cambridge University.

I was immensely proud of Katherine McIndoe beating more than 11,000 contestants from 55 countries to win the 2013 Royal Commonwealth Society essay competition. Katherine's entry was both moving and inspirational.

In September, a team of our Engineering students took top honours in the Australasian National Instruments Autonomous Robotics Competition, an impressive achievement, and Victoria student debaters continued the University's long history of excellence by winning New Zealand's top debating prize, the Joynr Scroll, for a record eighth year in a row.

Student experience

We are committed to offering our students a challenging and stimulating experience in a safe and enjoyable environment. We work in partnership with the student community, carrying out a student experience survey each year to get their feedback on our activities and initiatives. It is pleasing to see that satisfaction rates are high overall, yet still improving each year.

A highlight of 2013 was the completion of the award-winning Hub on Kelburn campus. In addition to receiving many accolades, including a 2013 Wellington Architecture Award, the Hub has created a vibrant centre where students can socialise and learn in an informal setting.

At the start of the year we opened the University's newest Hall of Residence, Boulcott Hall, providing accommodation for an additional 180 students.

Graduation is a pinnacle of the university experience for many students and I am very proud of the effort we put in to our ceremonies each year. In 2013, more than 3,000 graduands took the stage to have qualifications conferred. It was a great pleasure, at those ceremonies, to present honorary doctorates to two of New Zealand's most accomplished investment bankers and business leaders, Rob Cameron and Paul Baines.

It was also a pleasure to make awards to young people at the beginning of their university experience, through our Excellence and Achiever Scholarships for school leavers. This programme has been rapidly expanding since it was introduced in 2005, leading to 480 Excellence and 68 Achiever Scholarships being awarded in 2013.

Alumni and friends

Donations from our friends and supporters make a vital contribution to the programmes and opportunities we are able to offer and I am very grateful for the support we received in 2013.

This included a generous endowment from the Westergaard family to establish an annual postgraduate scholarship in Geophysics, in memory of Rachael Westergaard, and a significant bequest from the late Craig Buck Andrews to establish a PhD scholarship for a student to study the financial management of natural resources in developing countries.

I would also like to thank and express appreciation to all of those who notified us during the year of their intention to leave Victoria a bequest in their will.

Our links with alumni in New Zealand and around the world are extremely important to us and in 2013 we connected with them in a variety of ways. I was honoured, in Wellington, to present our fifth Distinguished Alumni Awards to recognise the achievements of six outstanding Victoria alumni.

We held a series of other events attended by alumni in locations around the Asia Pacific region, Europe and the United States and here at home, and these proved to be an excellent way of engaging with our wider Victoria community.

We also celebrated Victoria creative writing graduate Eleanor Catton winning the prestigious Man Booker Prize for her novel *The Luminaries*, published by Victoria University Press. I am immensely proud of Eleanor's achievement that is not only an outstanding personal success but also a testament to the calibre of the creative writing and publishing capability at Victoria.

External relationships

Victoria is increasingly becoming a far more locally engaged and globally connected university.

Our strong connections to the Wellington community were demonstrated by activities such as our programme of public lectures, research initiatives with Zealandia and a public exhibition held in Lower Hutt to showcase design concepts developed for the area by students at Victoria's School of Architecture.

Building links with business continued to be a high priority. I was delighted to host the launch of a new PhD scholarship for our Computer Graphics programme sponsored by Weta Digital and to see Victoria Business School introduce excellence awards that are supported by companies such as Xero, Telecom and Deloitte.

Our international relationships flourished with the University hosting a cross section of international conferences and visits by diplomatic and political leaders and distinguished academics. This included the Prime Minister of Papua New Guinea, Hon Peter O'Neill, who visited Victoria for the first time and signed an agreement that will bring students from Papua New Guinea to complete PhD studies at Victoria.

Our connections in Asia, and particularly with ASEAN countries, are well established and there was engagement on many fronts, including the signing of a new agreement with Xiamen University in China. A newer area of focus for Victoria is Latin America and that saw us host high-ranking government representatives from Brazil and Colombia during the year.

Equity and diversity

We are committed to achieving Victoria's equity and diversity goals. A range of actions to improve the retention and achievement of equity groups including Māori and Pasifika students continued throughout 2013 and results show we are making good progress in this area.

We introduced Equity and Diversity Staff Excellence Awards to recognise the work done by individual staff members. I would like to congratulate the inaugural winners, Dr Cherie Chu, honoured for her work in understanding the educational practices that benefit Pasifika students, and Professor John Prebble, who is acknowledged for his sustained commitment to creating an equitable learning environment for students.

I also applaud the introduction of a new Māori Cultural Practices for Professionals course that has had very positive feedback.

Senior appointments

My nine years as Vice-Chancellor ended in February 2014 and Professor Grant Guilford took up the role in March 2014. Grant, who was previously Dean of the Faculty of Sciences at the University of Auckland, brings many years of leadership experience, along with a passion and drive for excellence that will ensure Victoria continues to go from strength to strength. I wish him well in his tenure as Vice-Chancellor.

We appointed a number of other extremely high-calibre staff during the year. Following the retirement of Professor David Bibby, we welcomed Professor Mike Wilson as Pro Vice-Chancellor for the Faculties of Science, Engineering and Architecture & Design and Dean of Science.

Professor Brad Jackson was announced as the new Head of the School of Government, returning to Victoria after several years at the University of Auckland, and Professor Deborah Willis took on the role of Pro Vice-Chancellor of Education, in addition to her responsibilities as Pro Vice-Chancellor of the Faculty of Humanities and Social Sciences.

Other senior appointments saw Dr Robin Skinner take over as Dean of the Faculty of Architecture and Design and Associate Professor David Crabbe become Dean of the Faculty of Education. Following the retirement of Emeritus Professor Bill Manhire, Damien Wilkins took up the role of director at the International Institute of Modern Letters.

All these people are adding to the depth of capability we have at Victoria.

Personal reflections

It has been a privilege and a pleasure to lead Victoria for the past nine years through a period of change, growth and success for the University.

Many of the things I am most proud of at Victoria have been to the fore in the past year—the way we achieve and acknowledge success, our research culture and performance and our focus on learning outcomes and a high-quality student experience.

I have thoroughly enjoyed sharing in the many achievements of Victoria's staff, students, alumni and associates and I look forward to many more in the future as Victoria cements its place as a university of its city, its country and the world.



Professor Pat Walsh

Vice-Chancellor

February 2014

About Victoria



Victoria University students gather in Wellington's Civic Square to celebrate graduation.

What sets Victoria apart?

We pride ourselves on our local connections and global engagement that takes many forms—from the innovative research that helped us secure the top ranking of all New Zealand universities for research quality, through to our student experience that provides opportunities for global exploration and international leadership and links with local industry and business.

Our location also plays an important part in our distinctiveness. As New Zealand's capital city university, we have a mandate that sets us apart from others—we are both a partner and critic of government, shaping public debate on crucial issues. We are home to New Zealand's only School of Government, teaching and researching public policy and public administration and management. From across the University, we make a significant contribution to public policy on local and global issues.

The connections we have are also a distinct strength, underpinned by our capital city links. Victoria's partnerships and collaborations help keep New Zealand at the cutting edge of a dynamic, changing world. We are committed to building and maintaining relationships that enhance our contributions to society and support its aspirations.

We connect and engage with government agencies, the business sector, regional and local government, iwi and environmental groups, the diplomatic community, leading cultural organisations and research institutions throughout New Zealand. We have unique collaborations with companies such as Microsoft, Google, the Bank of New Zealand, Fonterra and Weta, as well as with institutions such

as Zealandia, the Malaghan Institute of Medical Research, the Capital and Coast District Health Board and Te Papa Tongarewa. And a number of our researchers are successful entrepreneurs who have partnered with business to bring new products and ideas to commercial markets.

Many of Victoria's research centres—including the MacDiarmid Institute and the New Zealand Contemporary China Research Centre—involve collaboration with other New Zealand universities. We also work with nearly 100 universities worldwide—through staff and student exchange agreements, joint research and strategic partnerships.

Performance

Victoria's number one ranking in the 2012 Performance Based Research Fund Quality Evaluation was driven by our commitment to creating new knowledge that addresses issues of significance to New Zealand and to the world, and it's one we plan to hold on to.

Our staff and students are contributing to, and helping shape, the international research frontiers of a wide range of disciplines. Both our Law School and Humanities programme continue to be recognised as among the best in the world, our Business School is among an elite group of institutions with the 'triple crown' of international commerce accreditations, and our reputation as an emerging leader in the sciences continues to grow.

Our unique identity is also defined by our place in the world and our focus on ensuring New Zealand

Research

Note: Figures exclude Te Kōkī New Zealand School of Music

Research students

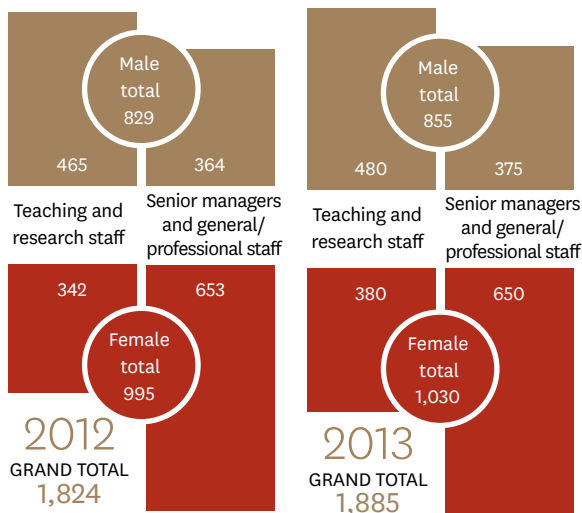
Enrolled (headcount)

	2011	2012	2013
Master's	889	852	848
PhD	952	967	993
TOTAL	1,841	1,819	1,841

Grants

	2011	2012	2013
External research revenue	\$34.5m	\$39.5m	\$31.5m
Number of external grants	522	445	476

Staff



Note: Due to a change in the calculation of figures required by the Ministry of Education, only two years of comparable figures are available. Figures relating to full-time equivalent staff have been rounded to the nearest whole number.

perspectives are taken into account internationally. Victoria's Stout Research Centre is the only university research centre devoted exclusively to New Zealand studies, while the Centre for Strategic Studies: New Zealand, based at Victoria and supported by government agencies, is an independent national think tank leading debate on strategic and security issues the nation faces in the 21st century. Victoria has a strong commitment to international development and capacity-building in ways that contribute to enduring New Zealand connections with key parts of the Asia-Pacific region.

Globally connected

Through our connections, outlook and approach, Victoria aims to be a truly international university. We need to be, because we are preparing students to live and work in a globalised economy.

Victoria is currently the only university that complements our attraction of approximately 3,000 international students from more than 100 countries by offering programmes through an overseas campus and through international partnerships. We are the only New Zealand university in Vietnam and we co-fund postgraduate scholarships with the Chinese, Chilean, Vietnamese and Papua New Guinean governments.

Victoria's strong international relationships ensure access to international opportunities for both staff and students. Through our award-winning Victoria International Leadership Programme and innovative Victoria Plus Programme, we offer all our students the opportunity to become more globally aware and connected. We also encourage our students to include a study abroad experience as a distinctive part of their Victoria experience.

Many will claim it should be our students—the leaders of tomorrow—that set Victoria apart. We are here to produce globally-minded graduates who stand out in a crowd.

Victoria has a great reputation for academic excellence—excellence that is underpinned by the quality of our learning environment and innovative teaching. Our goal is to provide a more educated and skilled workforce and society and we continue to focus on providing academic programmes that challenge and extend students.

Campus life at Victoria today is a far cry from that which many alumni experienced. We have invested ambitiously in the student experience at Victoria and will continue to develop high-quality research and learning facilities to support our students and staff. We have also reframed our approach to teaching and learning in recent years, involving staff and students across the University in considering what makes Victoria's learning experiences distinctive, putting learning at its heart.

Students

Note: Figures exclude Te Kōkī New Zealand School of Music

Qualifications awarded

Qualification level and type	2011	2012	2013
UNDERGRADUATE			
Certificates and diplomas	1,366	724	608
Degrees	2,445	2,775	2,765
POSTGRADUATE			
Certificates and diplomas	261	282	274
Honours	359	323	396
Master's	599	544	522
PhD	91	107	138
TOTAL	5,121	4,755	4,703

Equivalent full-time students (EFTS)

TYPE	2011	2012	2013
Government funded	15,173	15,064	15,217
Full-fee	1,698	1,723	1,637
LEVEL			
Undergraduate	14,224	14,154	14,075
Taught postgraduate	1,550	1,524	1,681
Research postgraduate	1,097	1,109	1,099
TOTAL	16,871	16,787	16,855

Student ethnicity (headcount)

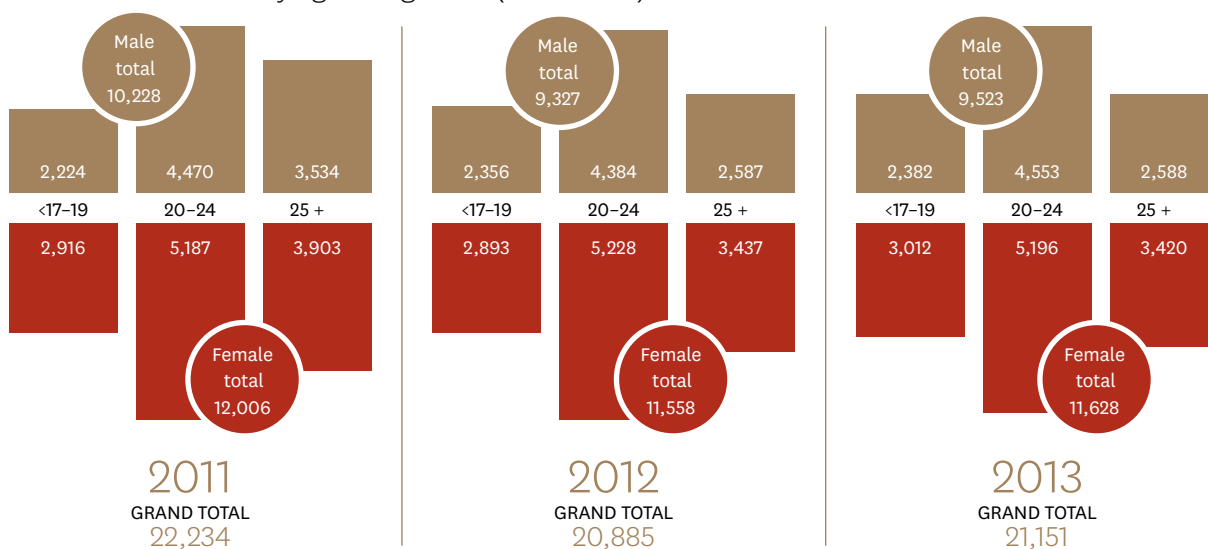
Ethnicity	2011	2012	2013
Māori	1,980	1,822	1,853
Pasifika	1,064	993	1,078
European/Pākehā	15,862	14,827	15,076
Asian	4,046	4,046	4,137
Other	1,442	1,353	1,317
TOTAL	24,394	23,041	23,461

Note: Students are permitted to select more than one ethnicity. The table incorporates all choices that students have made, and therefore the total will exceed the total enrolment numbers.

Country of origin for international students (headcount)

Country	2011	2012	2013
China	577	660	768
United States	411	344	317
Vietnam	289	360	312
Malaysia	408	377	296
Australia	197	180	188
Germany	111	85	105
India	92	91	90
Japan	91	104	78
Indonesia	55	45	71
United Kingdom	61	53	63
Saudi Arabia	54	48	51
France	37	37	48
Korea	61	47	46
Thailand	45	38	43
Canada	49	52	38
Other	415	398	422
TOTAL	2,953	2,919	2,936

Student distribution by age and gender (headcount)





Members of Victoria University's Senior Management Team 2013.

Back row from left: Professor Rob Rabel, Andrew Simpson, Professor Neil Quigley and Annemarie de Castro

Front row from left: Professor Deborah Willis, Professor Pat Walsh, Professor Penny Boumelha, Professor Piri Sciascia, Professor Mike Wilson, Professor Bob Buckle, Professor Tony Smith and Vicki Faint (Secretary)

Our mission

Victoria's mission is to play a leading role in shaping New Zealand's future by:

- adding significantly to the knowledge and understanding of natural phenomena, society, culture and technology through research, teaching and interdisciplinary perspectives
- engaging with local, national and international communities in creating, disseminating and applying knowledge that has scholarly or societal impact
- developing graduates with skills in leadership, communication and critical and creative thinking.

Our commitment to the Treaty of Waitangi

The Treaty of Waitangi Statute is the formal expression of Victoria's commitment to Māori as tangata whenua and Treaty partners. We had a number of successes in 2013 in meeting our Treaty commitments, which are evident throughout this Annual Report.

The University's commitment to the Treaty of Waitangi steers our engagement with iwi, and the Te Aka Mātua advisory body provides the University Council with advice on our responsibilities toward, and relations with, Māori communities.

Victoria is committed to:

- Māori student recruitment, retention and achievement
- Māori research excellence with the potential for significant social, economic and scholarly impacts
- the contribution of mātauranga Māori (Māori knowledge) to scholarship across disciplines
- building long-term and positive relationships with Māori stakeholders
- building Māori staff capability
- increasing the capability of all staff to engage with Māori interests
- the contribution of te reo Māori and tikanga Māori to the culture of Victoria.

Our history

Victoria University is one of New Zealand's oldest and most prestigious tertiary institutions with a proud tradition of academic excellence.

Founded by an Act of Parliament to celebrate the diamond jubilee of Queen Victoria in 1897, the then Victoria College began teaching and research in 1899 with the arrival of our four pioneering professors—Thomas Easterfield, Hugh Mackenzie, Richard Maclaurin and John Rankine Brown.

Victoria University came into being through its own Act of Parliament, on 1 January 1962.

The University incorporated the Wellington College of Education as the Faculty of Education on 1 January 2005. The following year, Victoria and Massey Universities set up Te Kōkī New Zealand School of Music (NZSM), a centre of musical excellence that combined the institutions' music programmes.

Our faculties

Victoria has nine faculties, seven of which conduct teaching and research—Architecture and Design, Education, Engineering, Humanities and Social Sciences, Law, Science and Victoria Business School. These faculties are divided into schools, many of which are closely aligned with the University's numerous research centres and institutes.

The Faculty of Graduate Research is responsible for the administration of all PhD students, and the virtual faculty Toihuarewa is a forum for Māori academic issues at Victoria and ensures appropriate Māori content in Victoria's teaching and research programmes.

Our campuses

The Kelburn campus is the heart of the first-year experience at Victoria. Kelburn provides the full range of student support and administration offices, the Kelburn Library and the Faculties of Humanities and Social Sciences, Science and Engineering.

Pipitea campus is located in the heart of Wellington's legal, government and business district. The campus includes the Law School, Rutherford House and the Railway West Wing, and sits adjacent to Wellington's railway station and the Lambton bus interchange.

The Te Aro campus, centred on the striking red building at 139 Vivian Street, is Victoria's centre of Architecture and Design. Victoria's Faculty of Education is located on the Karori campus.

In addition to the four main campuses, there is the purpose-built Coastal Ecology Laboratory located on Wellington's south coast, the Graduate School of Nursing, Midwifery and Health located at Wellington Hospital and two research institutes located at Callaghan Innovation in Lower Hutt.

Financial

Financial performance

	2011	2012	2013
	\$ 000	\$ 000	\$ 000
Total revenue	336,798	349,163	357,902
Total expenditure	322,284	330,383	340,289
SURPLUS FOR THE YEAR	14,514	18,780	17,613

Financial position

	2011	2012	2013
	\$ 000	\$ 000	\$ 000
Total current assets	65,144	63,812	74,811
Total non-current assets	681,436	681,467	682,144
Total assets	746,580	745,279	756,955
Total current liabilities	69,875	74,389	70,866
Total non-current liabilities	57,747	52,852	50,438
Total liabilities	127,622	127,241	121,304
TOTAL COMMUNITY EQUITY	618,958	618,038	635,651

Statistics

	2011	2012	2013
	%	%	%
Surplus to total revenue	4.3	5.4	4.9
Surplus to total assets	1.9	2.5	2.3
Current assets to current liabilities	93	86	106
Assets to equity	121	121	119
Liabilities to equity	21	21	19

Physical resources

Land occupied (hectares)

	2011	2012	2013
Crown	11.2	11.2	11.2
University	10.5	10.6	10.6
Ground lease properties	0.3	0.3	0.3
TOTAL	22.0	22.1	22.1

Net usable square metres occupied

2011	2012	2013
108,403	110,844	110,995

Organisation structure as at 31 December 2013



The year in review



Dr Anne La Flamme, Associate Professor of Immunology at Victoria's School of Biological Sciences and head of the multiple sclerosis (MS) research programme at the Malaghan Institute of Medical Research. Dr La Flamme was awarded a grant from the Neurological Foundation of New Zealand in 2013 to further her research, which aims to improve the prognosis for MS sufferers through new drug therapy treatments, and ultimately find a cure for the disease.

Research

Our research strategic goal is to dramatically improve Victoria's overall research performance by focusing resources on developing and rewarding research excellence, particularly in areas of disciplinary and interdisciplinary strengths, and creating new knowledge that has major social, economic or scholarly impact.

Victoria University has achieved an institution-wide focus on improving our research performance, reflected in recent years by increases in external research income and research student numbers. In 2013, the success of our research strategy was confirmed with Victoria ranked as the number one university in New Zealand for research quality. Our researchers also received 21 Marsden Fund grants—the largest number Victoria has gained in a single year.

Victoria researchers continue to gain the highest levels of recognition for the innovative, world-class and highly relevant research they undertake. In addition, new external collaborations with local, national and international partners are leading to new opportunities that offer social, cultural and economic benefits.

Innovative, engaged research

Victoria researchers continue to build national and international research links and, in 2013, a number of high-profile projects attracted significant external funding.

The examples below highlight just some of the diverse ways in which Victoria researchers are seeking to understand and solve local, national and international issues, and make a positive impact on the world in which we live.

Professor Tim Naish and Dr Rob McKay from the Antarctic Research Centre were awarded funding for two of the seven projects funded by the recently established New Zealand Antarctic Research Institute.

Their research will contribute to knowledge about how Antarctica will respond to a changing global climate, with Professor Naish assessing the impact of polar amplification and Dr McKay collaborating with GNS Science to investigate changes in carbon dioxide concentration levels.

Dr Anne La Flamme, an immunologist in the School of Biological Sciences and head of multiple sclerosis research at the Malaghan Institute of Medical Research, was awarded a Neurological Foundation of New Zealand grant of \$124,000 to continue her work investigating possible causes and treatments of the disease.

Religious studies experts Dr Joseph Bulbulia and Dr Geoff Troughton were part of an international research team to receive a Templeton Award worth \$480,000; and Professor Winston Seah from the School of Engineering and Computer Science was part of an international team awarded a prestigious Erasmus Mundus grant, funded by the European Union, to research a smart cities ICT network.

Astrophysicist Dr Melanie Johnston-Hollitt is leading a team of researchers across the Faculties of Science and Engineering that will contribute to the global project to build the multibillion-dollar Square Kilometre Array (SKA) radio telescope. Once operational, the SKA telescope will be the world's largest, most sensitive radio telescope, capable of revealing new information about the origins and history of the universe.

Victoria University is one of two New Zealand-based research groups involved in the SKA project, and Dr Johnston-Hollitt's expertise has attracted \$1.9 million in funding to Victoria in recent years.

Commercialising research

Viclink, the University's commercialisation company, continued to focus on transforming the intellectual property developed by staff and students into innovative and entrepreneurial success.

The QuakeSurfer seismic protection system, invented by Victoria University's Director of Information Technology Systems Stuart Haselden and colleagues, was officially opened in 2013 by Civil Defence Minister Nikki Kaye. The concept was developed to meet the need to protect the University's critical assets during a major earthquake and is based at the Karori campus.

The concept was highly recommended in the 2013 New Zealand Earthquake Strengthening Awards run by the New Zealand Society for Earthquake Strengthening and is now available commercially. Local companies Dunning Thornton, MJH Engineering and Robinson Seismic contributed towards the development and construction of the new product.

The annual Digital Futures innovation boot camp ran for the third time in 2013. This programme gives Design students the opportunity to create computer games and take them to market, by creating and running their own start-up companies. Digital Futures is a joint activity with the School of Design and local start-up company Creative HQ, and its success has led to the launch of an additional Product Futures boot camp that has been designed specifically for Industrial Design and Engineering students.

Viclink has also been working with Wellington-based business accelerator Lightning Lab to offer students unique business, technical and design internship opportunities, which will be offered for the first time in 2014.

Victoria top in research quality

In 2008, the University Council set an ambitious goal to dramatically improve research performance at Victoria. That focused commitment paid off in April 2013 when the University was ranked number one in New Zealand, based on the performance of our research staff.

In the 2012 Performance Based Research Fund (PBRF) Quality Evaluation, 70 percent of Victoria's research-active staff were rated at the uppermost levels for the quality of their research. This was the highest percentage of any New Zealand university and external confirmation of the University's status as New Zealand's most research-intensive university.

As a university that prides itself on the quality of its research-led teaching, students also benefit from this result.

The success was shared throughout the University with outstanding results across all faculties. Overall, Victoria ranked first or second in 25 of the 36 subject areas taught at the University.

Victoria ranks number one in:

- Biomedical
- Chemistry
- Communications, Journalism and Media Studies
- Computer Science, Information Technology, Information Sciences
- Design
- Earth Sciences
- Ecology, Evolution and Behaviour
- Economics
- English Language and Literature
- History, History of Art, Classics and Curatorial Studies
- Human Geography (1st equal)
- Music, Literary Arts and Other Arts
- Physics
- Political Science, International Relations and Public Policy
- Psychology
- Sociology, Social Policy, Social Work, Criminology and Gender Studies
- Theatre and Dance, Film, Television and Multimedia.

Victoria ranks second in:

- Foreign Languages and Linguistics
- Law
- Management, Human Resources, Industrial Relations and Other Businesses (2nd equal)
- Māori Knowledge and Development
- Molecular, Cellular and Whole Organism Biology
- Philosophy
- Pure and Applied Mathematics
- Statistics.

In addition to the success in the broad subject areas that can be taught across faculties, Victoria's Faculty of Law was the number one ranked law school in New Zealand for research quality.

New collaborations

Staff and students at Victoria enjoy a range of collaborative opportunities with businesses, industry and other research organisations. The continued expansion of the Summer Research Scholarship programme, now in its fifth year, is an excellent example. More information about this programme can be found on page 43.

In December, it was announced that two research teams from Callaghan Innovation would join the University. The carbohydrate chemistry team, led by Professor Richard Furneaux, became the Ferrier Research Institute, and the superconductivity and energy team, led by Professor Bob Buckley, became the Robinson Research Institute. The development sees around 55 additional researchers join Victoria, which will strengthen our research capability and ability to achieve greater commercialisation of innovation in the fields of biomedical science and engineering.



Marsden success

2013 was an excellent year for Victoria in the prestigious Marsden Fund grants, with researchers awarded 21 grants, the most the University has ever received in one year. Victoria also had the highest proportion of successful applications amongst all New Zealand universities.

The 13 standard and eight fast-start grants total funding worth \$11.2 million spread across five faculties, with 16 in the Faculty of Science, including five in the School of Biological Sciences. Two are in the Faculty of Humanities and Social Sciences, and Victoria Business School, Faculty of Law and Faculty of Engineering all received one each.

The successful projects demonstrate the diversity and breadth of research being carried out at Victoria, with research topics ranging from seismic risk, climate change and human fertility, to the personal impact of religion and spirituality, young people's mental health and New Zealand's Bill of Rights Act.

Trio awarded Rutherford Discovery Fellowships

Three Victoria researchers received prestigious Rutherford Discovery Fellowships in 2013.

Dr Elizabeth Stanley at the Institute of Criminology (pictured) will explore the changing status of human rights in New Zealand; Dr Dillon Mayhew at the School of Mathematics, Statistics and Operations Research will continue his research in the field of matroids and model theory; and Dr Rob McKay at the Antarctic Research Centre will investigate Antarctic ice sheet and Southern Ocean interactions and the consequences for New Zealand's climate.

The Rutherford Discovery Fellowships support New Zealand's most talented early- to mid-career researchers, providing valuable financial support of \$800,000 over five years.

Since the fellowships were established by the Government in 2010, Victoria researchers have regularly been named among the recipients.



Ferrier and Robinson Research Institutes launch

Hon Steven Joyce, Minister of Science and Innovation, with representatives from Victoria University and Callaghan Innovation at the official launch of the new Ferrier and Robinson Research Institutes in February 2014. Back row, from left: Professor Mike Wilson, Pro Vice-Chancellor for the Faculties of Science, Engineering and Architecture and Design; Dr Mary Quin, Chief Executive Callaghan Innovation; Hon Steven Joyce and Chancellor Ian McKinnon. Front row, from left: Vice-Chancellor Professor Pat Walsh and Robin Hapi, Callaghan Innovation Board member.

The successful standard grant researchers were Dr Joseph Bulbulia, Professor Claudia Geiringer, Dr Gina Grimshaw, Professor Dean Hyslop, Professor Phil Lester, Professor Tim Little, Professor Tim Naish, Dr Franck Natali, Professor James Noble, Dr Janet Pitman, Dr Karen Salmon, Dr John Townend and Professor Geoff Whittle.

Successful fast-start grant researchers were Dr Christian Boedeker, Dr Alexander Bukh, Dr Ruzica Dadic, Dr Adam Day, Dr Monica Gruber, Dr Huw Horgan, Dr Rachael Shaw and Dr Alex Usvyatsov.

A culture of research excellence

A core goal of Victoria's research strategy has been to develop a culture of research excellence across all faculties. As part of this, there has been a corresponding emphasis on increasing the number of postgraduate students at Victoria, and ensuring they enjoy a world-class experience that prepares them for future careers in their chosen field.

During 2013, 153 PhD students and 296 Master's by Thesis students completed their degrees. Interest in postgraduate study remained high, with 392 Master's by Thesis enrolments. In addition, the University received 930 completed applications for entry to the PhD programme, and from these applications, 246 entered the programme.

The proportion of postgraduate students at Victoria remained relatively stable at 6.5 percent of total EFTS.

The level of support and range of opportunities for postgraduate research students at Victoria has increased dramatically since the establishment of the Faculty of Graduate Research in 2009. In 2013, a new online PhD application process became operational, allowing students to track the progress of their application and reducing processing times. In addition, online systems for six-monthly PhD progress reports and the University's Human Ethics application process were launched, streamlining processes for postgraduate research students, academic staff and administrators.

The Faculty also organised a reorientation day for mid-to final-stage PhD students. The event was designed to provide students with information and opportunities to position themselves for employment as they near the end of their studies.

In addition, internal research funds are used to support postgraduate students, with 110 full PhD scholarships awarded in 2013, and 32 full Master's by Thesis scholarships awarded to students who commenced their studies in 2014.



Landmark book on youth justice system

Dr Nessa Lynch, who teaches criminal law and criminal justice in Victoria's Faculty of Law, published a landmark book on New Zealand's youth justice system in 2013.

Youth Justice in New Zealand is the only book available that addresses the law, theory and practice behind the New Zealand youth justice system. Dr Lynch's analysis includes a discussion of the principles, legislation and policies governing the system, and critiques recent major reforms such as the new powers to prosecute children and the new and expanded Youth Court orders.

Dr Lynch received a Victoria University Early Career Research Award in 2013 in recognition of her work in this area.



John Lewis, who leads Victoria's new Computer Graphics programme, celebrates receiving an Academy Award for Technical Achievement.

Credit: Darren Decker/©AMPAS



Intellectual property expert Professor Susy Frankel, who was awarded a prestigious New York Hauser Global Fellowship in 2013.



Professor James Noble, who received one of two James Cook Fellowships awarded nationally in 2013. His research aims to address software failures by identifying recurring design patterns in the specification of design of software systems.

Accolades and awards

Victoria researchers are regularly recognised by external organisations and institutions for the quality and impact of their research, sharing their knowledge and expertise through prestigious fellowships and awards. In 2013, a number of staff were selected for prominent international research opportunities. The following examples highlight the breadth of their achievements:

- **Professor James Noble**, from the Faculty of Engineering, received one of two James Cook Fellowships, worth \$220,000 over two years.
- Intellectual property expert **Professor Susy Frankel** and competition law specialist **Dr Paul Scott** were awarded prestigious New York University Hauser Global Fellowships. Professor Frankel was also a senior Fulbright Scholar.
- **Professor Damien Wilkins**, director of the International Institute for Modern Letters, received a prestigious Arts Foundation Laureate Award.
- **Professor Penny Allan** and **Martin Bryant** won the New Zealand Institute of Landscape Architecture's supreme award for their collection of essays, 'Earthquake Cities on the Pacific Rim'.
- **Professor John Pratt** was awarded the 2013 Mason Durie Medal by the Royal Society of New Zealand in recognition of his status as an internationally renowned scholar and leading public commentator on penal affairs in New Zealand.
- **Dr Melissa Rotella** was awarded the 2013 Hatherton Award by the Royal Society of New Zealand for her doctoral research carried out at Victoria University that revealed a new type of underwater volcanic eruption.
- **John Lewis**, who leads Victoria's new Computer Graphics programme, together with industry colleagues, received an Academy Award for Technical Achievement for inventing and publishing a new design technique now considered a film industry foundation for creating computer-generated characters.
- Two researchers received awards from the New Zealand Association of Scientists for their outstanding contributions in 2013. **Dr Noam Greenberg** received the Research Medal for his research on the mathematics underpinning modern computers and software, while **Dr Simon Lamb** received the Science Communicators Award for his efforts in communicating the science of climate change.



The Man
Booker
Prize

The Man
Booker
Prize

2013



Innovating to perform



Innovating to perform

The Man
Booker
Prize

2013

Innovating to perform

Creative contribution

The world-class artistic output of writers, musicians and other creatives who work and study at Victoria University contributes to New Zealand's culture and society and is an integral part of our identity.

Creative Writing graduate Eleanor Catton won one of the world's top literary prizes, the Man Booker, for her novel *The Luminaries* in 2013.

Ms Catton graduated from Victoria with a Master of Arts in Creative Writing with Distinction in 2008, through the International Institute of Modern Letters. More than 75,000 copies of *The Luminaries* have been sold in New Zealand, and its global success has brought significant international attention to the University's publishing arm, Victoria University Press.

Along with this success, Victoria University Press published a further 27 books during the year, including Sir Geoffrey Palmer's memoir *Reform*, and several titles by graduates from Victoria's International Institute of Modern Letters.

The University also acquired New Zealand music label, Rattle, which sits alongside the publishing arm to develop Victoria's activities in digital publishing.

Emeritus Professor Vincent O'Sullivan, one of New Zealand's most significant literary figures, was named the nation's Poet Laureate in 2013. The appointment, overseen by the National Library, is valued at \$100,000 and celebrates outstanding contributions to New Zealand poetry.

Novelist Carl Shuker was the 2013 Creative New Zealand Writer in Residence at Victoria. His latest book, *Anti Lebanon*, was published during the year.

The Adam Art Gallery, Victoria University's gallery, is free to visit and open to the public throughout the year. In 2013, exhibitions included a showcase of recent acquisitions, works by New Zealand artists John Panting and Peter Robinson and an exhibition, *All There is Left*, which explored the use of images as powerful aids for dealing with natural disasters.

Te Kōkī New Zealand School of Music continued to produce outstanding music graduates. Offerings during the year included a full-scale production of Verdi's opera *Il Corsaro*; the third annual jazz festival; and a diverse range of public concerts and masterclasses.



Morten Gjerde, a senior lecturer in Urban Design at Victoria's School of Architecture, discusses New Zealand forms of timber building construction with undergraduate Architecture, Interior Architecture and Building Science students. During this 'critique' class, students present their designs for a two-storey terrace house, a form of medium to high density living that Mr Gjerde says could be used more extensively in New Zealand as population density increases in urban areas.

Learning and teaching

Our strategic goal in learning and teaching is to strengthen Victoria's high-quality, research-led learning and teaching environment, and reward and celebrate learning and teaching excellence in all its forms.

Victoria University is committed to providing a world-class, research-led learning experience that contributes towards a more educated and skilled workforce and society. Important steps to realise this ambition took place in 2013, with the introduction of a new Victoria Student Charter and Graduate Profile, both of which highlight the collaborative nature of learning and teaching at Victoria and underpin our commitment to help students reach their full potential.

We continue to invest in developing and enhancing programmes that generate highly sought-after graduates who are equipped to make valuable contributions to society. During the year, a number of new professional Master's programmes were established, and new initiatives on the use of digital technologies in learning and teaching were launched. In addition, the academic excellence of students and the teaching excellence of our staff were celebrated through a range of University and external awards.

Implementing the Victoria Learning Partnership

As part of our commitment to providing a world-class, research-led learning and teaching environment, Victoria keeps abreast of the latest developments in pedagogy and recently conducted a major two-year review of undergraduate education. This review led to the development of the Victoria Learning Partnership, a statement of the principles underpinning our educational activities.

Implementation of the partnership began during 2013, with the development and adoption of a new Student Charter and the Victoria Graduate Profile.

Student Charter

Victoria's new Student Charter was formally adopted by the University Council in February 2013. The charter, developed collaboratively by staff and students from across the University community, articulates five goals that students are encouraged to pursue in order to get the most from their studies, and outlines how the University will support students to achieve them.

These goals encourage students to see themselves as active members of a scholarly community committed to enquiry and integrity, engaging intellectually and socially with others.

The Student Charter is now a key document to guide both learning and teaching at Victoria and is being used in class-representative training and staff induction processes.

Victoria Graduate Profile

Staff and students also worked together to articulate the unique attributes and skills Victoria graduates will develop and enhance during their studies—these have been crafted into our new Graduate Profile.

At the heart of the profile is the affirmation that Victoria students will graduate from a university where the opportunities for local and global engagement are a dominant feature of the student experience. Fulfilling our obligations in relation to the Treaty of Waitangi is also a significant goal.

The profile outlines our commitment to prepare graduates to be scholars who have a specialised understanding of their chosen fields of study; are creative, critical and independent thinkers; communicate effectively; and demonstrate intellectual integrity.

Victoria graduates will be recognised as active, engaged global citizens who have an international perspective; engage with local and international communities; work independently and collaboratively with others; and can set and achieve personal and professional goals.

Our digital vision

The University has made a strategic commitment to embrace and embed digital technologies across academic programmes in all faculties, a critical factor in realising the goals and objectives within our learning and teaching strategy.

This commitment is detailed in Victoria's new vision and strategy for digital learning and teaching, which outlines a series of actions designed to increase our collective capability in the application and use of digital technologies.



Film programme goes 3D

Victoria's Film programme partnered with Te Papa Tongarewa on a new 3D film production project. Led by Dr Paul Wolfram, an award-winning documentary maker and lecturer in the School of English, Film, Theatre, and Media Studies, the project gave students the chance to film some of the museum's precious artefacts, from woodcarvings and ceramics to New Zealand Tāonga and Pacific masks, using the University's new 3D camera.

Victoria is the first university in New Zealand to work with 3D film production. Students who took part in 2013 received expert assistance from visual effects Oscar-winner Alex Funke, Weta Workshop's miniatures department, and Sean Kelly, lead stereographer on *The Hobbit: An Unexpected Journey*.

Learning from the project will be incorporated into the University's film production and theory courses. More information is available at <http://3dproductioninitiative.com>



Sonic Arts Expo: Victoria PhD student Jim Murphy demonstrates to visitors the unique musical robotics he is creating as part of his doctoral studies, at the University's first Sonic Arts and Engineering Expo, held in October.



Study Abroad: German language student Rose Burrowes during her visit to Germany. Rose was one of the first group of Victoria students to complete the new intensive Study Abroad programme. Photo supplied.

Innovative projects

The University is constantly seeking ways of improving the content and delivery of our courses and programmes.

Each year, a range of internal projects is funded through the Learning and Teaching Development Fund, giving staff the opportunity to investigate new approaches to teaching, curriculum development and assessment.

New projects funded in 2013 included several with a focus on how digital technologies can enhance student engagement, as well as an internship pilot programme in the Faculty of Humanities and Social Sciences and the new 3D film production project with Te Papa Tongarewa.

At the beginning of the year, the School of Psychology piloted an orientation programme, PSYC Survivor, for first-year students. The four-day programme, designed to prepare students for university study and for studying psychology, was attended by 32 students who were the first in their family to attend university. Evaluation showed that participants achieved better than average academic performance and displayed more positive attitudes towards the academic environment. The programme is scheduled again for 2014.

During 2013, the University introduced the intensive Study Abroad programme for language students. The programme, available in China, France, Germany, Italy, Japan and Spain, immerses students in the foreign language they are studying for four to six weeks during the summer break. Completing the programme improves language skills and is credited towards students' university degrees.

Twenty-five robotic and mechatronic musical machines were displayed in the new Hub building as part of Victoria's first-ever Sonic Arts and Engineering Expo in October. The free public event showcased work by undergraduate and postgraduate students from the School of Engineering and Computer Science and Te Kōkī New Zealand School of Music.

Our vision is that Victoria students will experience a professional, supportive and enabling digital learning technology environment to ensure they are equipped to succeed in the modern world.

Support, policy and infrastructure initiatives were launched during 2013 to develop staff and student capability in digital technologies, including increased staff and student training and support for IT through regular workshops and the introduction of designated IT contacts in faculties and schools. Work has begun to develop a robust digital learning and teaching platform that includes new physical learning spaces and online resources.

The application and use of digital technologies is also being encouraged through the establishment of the new Innovation Incubator. This community hub provides a 'cloud' infrastructure to support online projects, encourage collaboration and give access to technical support resources.

Teaching development

The University organised two Ako Victoria in-house learning and teaching conferences during the year, providing opportunities for staff from across the University to share their innovative practices and their ideas with colleagues. In 2013, the themes of the workshops were teaching to and for diversity, and developing meaningful, creative assessments.

Researchers keen to expand their knowledge and understanding of learning and teaching in the university environment are also able to complete a postgraduate certificate or diploma in higher education learning and teaching through Victoria's Centre for Academic Development.

New courses and programmes

The University continued to expand the range of specialty Master's programmes that can be completed in as little as one year (180 points). There has been a growing demand globally for Master's programmes of this type that focus on upskilling students in areas of high demand.

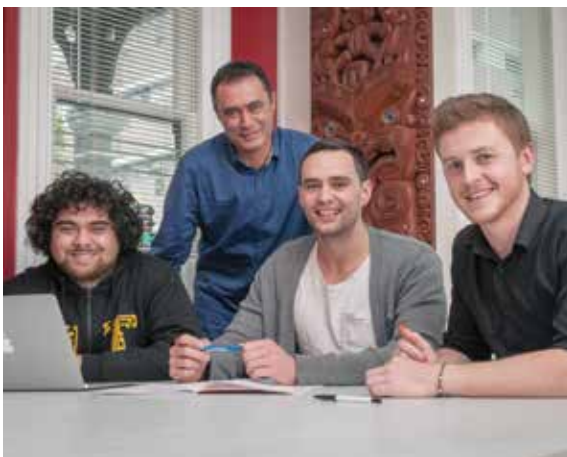
The University offered the Master of Advanced Technology Enterprise, Master of Health Care and Master of Computer Graphics programmes for the first time in 2013, and planning commenced to develop Master of e-Government, Master of Professional Economics and Master of Secondary School Leadership programmes that will accept students in 2014.

New courses introduced in 2013 included a Bachelor of Arts internship programme, which sees students working on a volunteer basis in Wellington organisations, and a course entitled Understanding Southeast Asia. This course, run in conjunction with the University's regional partners, includes a fully-funded study tour to Southeast Asia, visiting Indonesia, Cambodia or Laos, Singapore, Thailand and Vietnam. Twenty-five students taking part in the course were awarded inaugural Prime Minister's Scholarships for Asia, with a further six Victoria students awarded the scholarships to undertake an overseas exchange. Victoria students received 31 of the 89 scholarships, which were awarded in December.

Celebrating academic excellence

Victoria celebrates the academic achievements of our students in a number of ways, including through annual faculty Deans' Lists, awards and graduation prizes.

Victoria Business School introduced new Excellence Awards in 2013 to celebrate the achievements of Victoria's top Commerce students. The inaugural celebration was held in May, with 45 awards being presented to students from the Faculty's six schools.



Victoria student wins national writing award

Victoria student Tihema Baker won the Best Short Story in Māori category at the 2013 Pikihiua Awards for his story *Kei Wareware Tātou*. Tihema was encouraged to enter by Te Kawa a Māui (School of Māori Studies) lecturer Mike Ross. Fellow students Petera Hakiwai and Rongomai Smith were finalists in the same category, and all three stories were published in a collection by Huia Publishers. The awards were established in 1995 to identify and foster Māori writing talent in both English and Māori languages. From left: Petera Hakiwai, Mike Ross, Rongomai Smith and Tihema Baker

These awards have provided an excellent opportunity to link with external partners, with sponsors including Deloitte, the New Zealand Treasury, NZX, Telecom and Xero.

The Faculty of Education's annual Teacher Education Excellence Awards celebrate graduating students who have excelled in their academic studies and performed strongly while completing their practical teaching experience. In 2013, 19 students who were graduating with early childhood, primary and secondary teaching degrees and diplomas received these awards.

Short courses and continuing education

Victoria's Professional and Executive Development programme provides over 200 public and customised short courses each year. In 2013, approximately 2,000 people from over 300 organisations took part in these programmes that span a wide range of capability development areas.

The University worked with the Ministry of Primary Industries to deliver a programme for senior bio-security officials from China and developed a major programme for the Department of the Prime Minister and Cabinet on New Zealand's wider security issues. The University also hosted a group from Fukuoka University in Japan, studying New Zealand's legal system. In partnership with the New Zealand Police, the University welcomed a group of senior officers from the Indonesian Police University to study policing and security issues.

A new Māori Cultural Practices for Professionals course was also launched, designed to provide people with knowledge and skills to engage with Māori communities and stakeholders. All staff in Victoria's Te Kawa a Māui contributed to the course, giving participants access to a range of specialisations and tribal connections.

Victoria's Community Continuing Education programme also provided learning opportunities to nearly 1,300 students through short courses and seminars, language programmes, field trips and study tours.

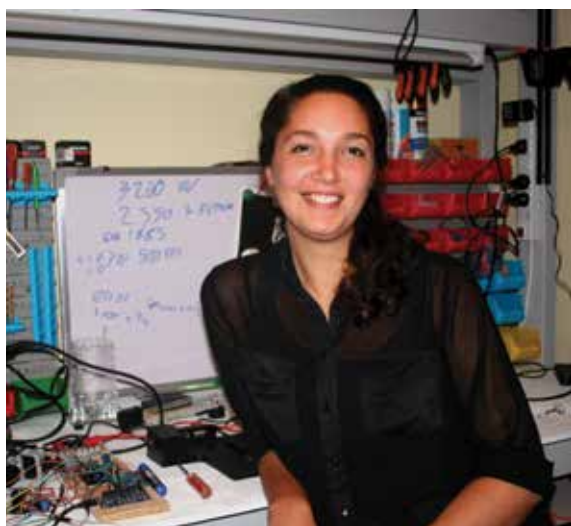
Accreditations

National and international industry accreditation of our qualifications plays an important role in ensuring Victoria graduates are entering the workforce with the skills necessary to succeed in their chosen field.

In 2013, the University's Master of Business Administration programme gained international re-accreditation by the Association of MBAs (AMBA) and the Tourism PhD programme received the tedQual accreditation from the World Tourism Organisation for the first time. The Bachelor's and Master's Tourism programmes also gained international re-accreditation.

In addition, the Faculty of Education offered the Postgraduate Diploma in Educational Psychology Practice for the first time in 2013, following provisional accreditation of the programme by the New Zealand Psychologists Board. It is anticipated the programme will gain full accreditation in 2014.

The University is preparing for a fifth academic audit in 2014. The process is administered by the Academic Quality Agency for New Zealand Universities and is a whole-of-institution audit that is framed around activities related to learning and teaching and student support.



Engineering graduate breaking barriers

Victoria Engineering graduate Miria Royal is paving the way for female Māori graduates.

Ms Royal, who was born and raised in Wellington and is of Ngāti Raukawa descent, was one of just 10 graduates selected for Vodafone's Graduate Technology Programme, and the first Māori female to be accepted. After completing the two-year graduate scheme, Ms Royal hopes to gain overseas experience in her field before returning to New Zealand.

"The industry is so fast-paced and varied, it's exciting to know that there's always something new around the corner," she says.

International rankings

Universities operate on a global stage, which means international rankings are an important benchmark both locally and internationally.

In 2013, while Victoria maintained its position as one of New Zealand's top universities, a number of areas had outstanding results.

Top in Law

Victoria's Faculty of Law ranked 19th in the world, and number one in New Zealand, in the 2013 Quacquarelli Symonds World University Rankings—up four places from 2012.

Three other subject areas were ranked in the top 50 worldwide: Politics and International Relations (41); English Language and Literature (44); and Psychology (49).

In addition, Victoria ranked in the top 150 in the world in eight other subjects, and in the top 30 in the world in terms of the internationalisation of our academic staff.

Strength in Arts and Humanities

Victoria was ranked 67th in the world for the Arts and Humanities category in the Times Higher Education world rankings for 2013. Victoria placed in the group of universities ranked between 276 and 300 in the world, maintaining our position as the third-ranked New Zealand university.

Top in Accounting

Victoria's School of Accounting and Commercial Law was placed among the world's best in an international ranking of accounting research carried out by Brigham Young University.

Victoria was ranked 16th out of over 700 universities in the world for accounting information systems research, 17th for experimental research and 26th for audit research.

Top think tank

Victoria's Centre for Strategic Studies continues to maintain its presence as a leading international think tank. The Centre was ranked second among think tanks in Asia and the Pacific, and the 31st best university-affiliated think tank globally, in the 2013 *Global Go To Think Tank Index Report* produced by the University of Pennsylvania. Over 6,800 think tanks were included in the report.





Victoria University students take part in the traditional graduation parade along Lambton Quay in Wellington.

Student experience

Our student experience strategic goal is to engage students as active and lifelong members of an inclusive and supportive community of higher learning through an outstanding academic, social and cultural experience that equips them to make a significant contribution to local, national and international communities.

The unique Victoria experience begins from the moment someone learns about the University at a school visit or open day, through arriving on campus for a first lecture or meeting with a supervisor, and on to eventually collecting hard-earned degrees, diplomas and certificates at graduation. It continues after graduation, as students become valued members of the Victoria University alumni community.

Our students are part of an international community, based in the cultural, political and scientific heart of New Zealand. In 2013, students took advantage of the University's unique leadership programmes to expand their knowledge and skills, and a new mentoring initiative saw alumni paired with students to help prepare them for embarking on their careers. The academic achievements of Victoria students were celebrated in the May and December graduation ceremonies, while alumni and students received significant local, national and international accolades for their outstanding commitment and contributions across a wide range of activities.

Responsive student services

The University's Student Experience Strategy guides activities and services toward our strategic goal of ensuring students have a world-class experience at Victoria.

In recent years, we have improved the quality of the student experience, measured in part through increasingly positive results from annual student experience improvement surveys.

In 2013, the third survey was conducted, with current Victoria students providing feedback on a wide range of the University's non-teaching activities, facilities and services. The key findings were encouraging, with 90 percent of students surveyed rating all services and facilities as good or very good on a five-point scale.

The survey also showed increased student satisfaction in areas such as services and facilities for new students; support services; enrolment processes for research students; and receiving timely academic feedback.

Results from the 2013 survey will be used to identify areas for further improvement. One area of work underway as a result of feedback received is the Student Information Project. This is a university-wide initiative to ensure that students are provided with accurate, detailed information about courses, programmes and careers that will assist them to make appropriate enrolment decisions.

In addition, the University held a second Action to Ideas forum. More than 150 staff and student representatives and external speakers gathered for the 2013 forum that provided an opportunity to share ideas on ways of creating an even more positive experience for all students at Victoria.

A number of developments and changes took place within the University Library. Vic Info Ihonui is a new drop-in service where students can get information and help from staff. It is now open on two levels of the Kelburn campus Library, where new self-service kiosks have also been installed on five floors.

Roving help and pop-up sessions from subject librarians were introduced, and the new Reading Room on Level 3 was unveiled, complete with stunning new artwork by Lonnie Hutchinson.

A new, larger Te Taratara ā Kae space opened, featuring a study area and Māori and Pasifika collections, and the Library celebrated a range of Pasifika Language Weeks.

Attracting top undergraduates

In 2005, Victoria began offering scholarships for school leavers as a way of recognising and supporting outstanding academic achievers. In the first year, 50 Excellence Scholarships were awarded, with an Achiever category added in 2007 to support larger numbers of Māori and Pasifika students, students with disabilities, from decile 1-3 schools and students who can demonstrate financial hardship.

The popularity of the scholarships has increased each year and 480 Excellence and 68 Achiever Scholarships were awarded to students starting study in 2013.

The introduction of an online application system and increased awareness of the programme saw applications received in 2013 rise dramatically, with an increase of more than 70 percent in application numbers compared to the previous year. The exceptionally high calibre of candidates led the University to extend Excellence Scholarships to 500 students who will begin their studies at Victoria in 2014.



Credit: Fairfax Media/Dominion Post

Student essay wins global competition

Victoria student Katherine McIndoe beat more than 11,000 contestants from 55 countries to win the 2013 Royal Commonwealth Society essay competition.

Katherine, who is majoring in Development Studies, and studies Music Performance at Te Kōkī New Zealand School of Music, won the prize with her entry entitled 'A letter to the lost girls', addressed to girls around the world who do not have the freedom she does.

The Royal Commonwealth Society competition is the oldest essay competition in the world. Katherine visited London in November to attend the awards ceremony, where she also met Dr Lockwood Smith, the New Zealand High Commissioner, and visited Plan UK, a global development agency.

A global outlook

With almost 3,000 international students, a highly internationalised faculty and numerous research and study agreements with partner universities and research institutes across the world, Victoria's student experience is characterised by the depth and breadth of our global connections.

Students are encouraged to develop their global awareness through academic coursework and, in recent years, an increasing number of students have taken up the opportunity to complete a Victoria Overseas Exchange (Vic OE), spending a trimester, or even a full year, studying in another country.

In 2013, 191 Victoria students took part in a Vic OE, an increase from 162 students the previous year. In addition, we welcomed 203 students from partner universities across the world to complete their exchange at Victoria, an increase from 162 students in 2012.

Victoria University also offers New Zealand's only internationally-focused student leadership programme, the Victoria International Leadership Programme. This free, self-paced, extracurricular programme is aimed at enhancing students' degree study and developing a higher level of global awareness.

Almost 200 students have completed the programme since it began in 2009, with more than 60 students successfully completing the programme in 2013.

In 2013, students attended talks by ambassadors and high-ranking diplomats, were selected for internships at the Spanish Embassy and a group of students organised a debate on global inequality that attracted over 150 members of the public.

A range of partner organisations helps deliver this programme, including the New Zealand Institute of International Affairs, Volunteer Service Abroad and Asia New Zealand Foundation, as well as the diplomatic community.



Growing local leaders

Victoria is the only university in New Zealand to offer extracurricular leadership programmes designed to enhance employability, develop students' leadership and communication skills and their ability to think creatively and critically, while instilling qualities such as social responsibility and intercultural understanding.

The Victoria Plus Programme places a special emphasis on service to the local community. Almost 350 students were enrolled in the programme at the end of 2013.

Activities undertaken by Victoria Plus participants range from academic mentoring and managing university clubs and societies, to volunteering for community law centres and local charities.

In 2013, Victoria Plus participants helped plant native trees in Wellington's town belt, as part of the first Growing Graduates event. This new initiative, between the Victoria University Foundation and Wellington City Council, will see 2,000 trees planted each year for five years to help mark the contribution our graduates make to their city, and beyond.

Student success

Victoria students achieved considerable academic and extracurricular success on the national and international stage during 2013.

A number of students received scholarships and awards in recognition of their academic achievements which, in many cases, has enabled them to embark upon further study in their chosen field. Highlights included Mathematics and Physics student Felix Barber and Law student Yasmin Moinfar receiving two of the eight William Georgetti Scholarships, administered by Universities New Zealand. Felix was also the only New Zealander to receive a Gates Scholarship, allowing him to undertake postgraduate study at Cambridge University in the United Kingdom.

PhD students took part in significant projects outside the University. Geology student Ben Hines was one of four students worldwide selected to take part in the Spirit of Mawson Australasian Antarctic Expedition, while Physics student James Eldridge was appointed to the panel chaired by Sir Peter Gluckman tasked with identifying New Zealand's National Science Challenges.

The University's long history of excellence in debating continued, with Victoria students winning New Zealand's top debating prize, the Joynt Scroll, for a record eighth year in a row, while Commerce student George Nelson was one of four delegates from New Zealand chosen to attend the APEC Voices of the Future youth summit in Indonesia.

Students also succeeded in the sporting arena, with New Zealand Olympic swimmer Gareth Kean making the final of the 100m backstroke in the world championships and rower Lauren McAndrew being selected for a New Zealand Universities Trans-Tasman team.

At the Blues Awards, presented in partnership with Victoria University of Wellington Students' Association (VUWSA), more than 30 awards were presented to students, acknowledging their achievements in a range of codes. Samantha Lee won 2013 Sportsperson of the Year for surf lifesaving and swimming; Māori Sportsperson of the Year was awarded to Te Wehi Wright for rugby union and touch rugby; and Sports Administrator of the Year went to Stacey Sharpe for netball.

Graduation ceremonies

Victoria's graduation ceremonies are a highlight of the University calendar. In 2013, approximately 3,300 students graduated from the University with 4,811 degrees, diplomas and certificates being awarded.

Special Māori and Pasifika graduation celebrations, together with a celebration for PhD students, make these events a memorable occasion for graduates, their friends and families, as well as the academic supervisors and teachers who have supported them throughout their years of study.



Commerce graduate Christine Wong with Vice-Chancellor Professor Pat Walsh in Beijing. Victoria held alumni events in Beijing and Shanghai in March 2013.



Former Government minister and Victoria University Law and Arts graduate Simon Power addresses guests at an Auckland alumni function in August 2013.



Over 55 Victoria alumni gathered for a function at the Permanent Mission of New Zealand to the United Nations in downtown New York in September 2013.

The Victoria alumni community

We value our relationships with alumni and continue to develop and maintain these links in New Zealand and abroad.

Alumni events held in the Asia-Pacific region during 2013 included Australia, China, Indonesia, Malaysia, Singapore, Thailand and Vietnam. We also held our first alumni event in Cambodia, with other international events taking place in Berlin, London and New York. Local events took place in Auckland and Wellington, including two Young Alumni events especially for graduates under 35, and a parliamentary alumni event was hosted by Chris Hipkins MP.

Our alumni go on to pursue successful careers in a wide range of disciplines, with many continuing their studies abroad. In 2013, Victoria graduates Joshua Foster, Sunkita Howard, Kate Yesberg, Horian Irwin-Easthope and Eleanor Bishop were among the 2013 Fulbright New Zealand Graduate Award recipients. The awards enable these young alumni to complete postgraduate study at prestigious American universities, including New York University and Harvard.

Alumni as mentors

The University launched a new Alumni as Mentors pilot programme in 2013, as a way of capturing the expertise and talents of our graduates.

The programme aims to help students improve their employability skills, develop networks and transition successfully into the workplace, while providing an opportunity for alumni to give something back to the University by sharing their advice, experiences and career journey with final-year students to help them plan for the future.

The six-month pilot has proved successful, with 30 pairs of mentors and mentees formed, involving students from all faculties, and is expected to continue in 2014.



Guests mix and mingle at the Wellington Town Hall.
Photo: Photography by Woolf

Honouring our best

Six of Victoria University's top alumni were honoured in the University's fifth Distinguished Alumni Awards celebration, held at the end of July.

The 2013 awards recognised the achievements of outstanding Victoria alumni Claudia Batten, John Campbell, Georgina Manunui te Heuheu, Brian Roche and Dr Jeff Tallon. Victoria Law graduate and All Black Conrad Smith was presented with the inaugural award for a young alumnus.

The gala event, attended by 500 people, was held in the Wellington Town Hall and featured entertainment by alumnus Geoff Sewell and Te Kōkī New Zealand School of Music graduate, Isabella Moore.

The awards ceremony is sponsored by the *Dominion Post*, Wellington City Council and Woolf Photography.



From left: John Campbell, Dr Jeff Tallon, Georgina Manunui te Heuheu, Claudia Batten, Conrad Smith, Brian Roche
Back row: Vice-Chancellor Professor Pat Walsh and Chancellor Ian McKinnon
Photo: Photography by Woolf



From left: John Morrison, Chancellor Ian McKinnon, Honourable Steven Joyce, Minister for Tertiary Education
Photo: Photography by Woolf



Te Kōkī New Zealand School of Music graduate, Isabella Moore, entertained with her rich and expressive soprano voice.
Photo: Photography by Woolf



From left: Carla Wild, Vice-Chancellor Professor Pat Walsh, Justice John Wild
Photo: Photography by Woolf



Victoria's Computer Graphics programme received a boost in 2013 with the launch of a new PhD scholarship sponsored by Wellington-based Weta Digital. As well as financial support, the scholarship provides opportunities for recipients to work on projects at the world-leading visual effects agency. Pictured: Vice-Chancellor Professor Pat Walsh and Weta Digital's Chief Technology Officer Sebastian Sylwan.

External relationships

Our external relationships strategic goal is to build and maintain mutually beneficial relationships that maximise Victoria's contributions to society, support our aspirations and enhance national and international recognition of the quality of our teaching and research.

Victoria University plays a unique role in the culture and development of Wellington city, while also serving as a critic and conscience of government. We have strong local and national relationships with organisations including government agencies, business, regional and local government, iwi and environmental groups, the diplomatic community and national research institutions.

At the same time, Victoria is distinctive for the depth and effectiveness of our international connections. We are committed to reciprocal, high-quality engagement and this brings a range of benefits and opportunities to our staff and students. Through our connections, outlook and approach, Victoria aims to be a truly international university, preparing graduates for careers in a globalised academic community, society and economy.

Victoria in the Wellington community

In 2013, the Faculty of Humanities and Social Sciences organised The Big Day In, a free public event featuring talks by some of Victoria's leading academics. The world-class marine science research taking place at Victoria's Coastal Ecology Laboratory in Island Bay was showcased during its annual open day, and we continued our longstanding support of Wellington's annual Summer Shakespeare festival. The 2013 production of *Antony and Cleopatra* marked the festival's 30th anniversary.

Our relationship with the Zealandia wildlife sanctuary continued to generate new research in the field of biological sciences. For example, PhD graduate Dr Andrew Digby completed a three-year study that revealed new insights into the bird calls made by the sanctuary's little spotted kiwi population. In a new partnership with Hutt City Council, a public exhibition was held to showcase housing, landscape and urban design concepts developed for the area by more than 100 Master's students at Victoria's School of Architecture.

The University is also partnering with Wellington City Council through the Our Living City project on environment-related activities and research. More information on page 60.

Partnering with business

Victoria researchers connect with businesses and industry leaders to create innovative partnerships that strengthen New Zealand's economy, while providing excellent opportunities for our students.

In 2013, the University hosted a public symposium on improving China business strategies. The event featured international guest speakers who presented academic research and insights on marketing in China and attracting Chinese investment, with panel discussions led by Wellington business representatives.

Over 250 students took part in the 2013–14 Summer Research Scholarship programme, which received the highest number of applications to date. The programme places high-performing students within the University and in external organisations to work on research projects. The partnerships with top university academics, companies, government agencies and professional organisations also encourage more students into postgraduate study and research.

A number of the scholarships were co-funded by businesses and organisations. An investigation into how much hunting pet cats are doing is one example. The project is funded by Victoria and the Wellington City Council and also involves the community, with cats taking part having been volunteered by their owners. The cats wear a small video camera clipped to their collar for several hours twice a week to record what

they get up to when no one is looking. The project is led by postdoctoral research fellow Dr Heidy Kikillus and is part of a three-year collaboration between the Council and Victoria, designed to explore issues involving the city's resilience, ecology and urban environment.

Victoria Business School partnered with global organisation GSI to provide a second PhD scholarship that will further research into the economic analysis of international supply chain management practices.

We also continued working with ANZ Bank, UNESCO New Zealand, University of Otago Business School, the Sustainable Business Council of New Zealand, United Nations Development Programme, Hosting NZ and Te Kaihau Education Trust to deliver the Global Enterprise Experience. This programme aims to develop global leaders by bringing together students from across the world to work across cultures and time zones, creating business ventures that tackle social and environmental issues.

Global connections

Victoria continued to develop international relationships that deliver learning and research benefits to our staff and students, while also contributing to improving New Zealand's global connectedness and economic growth.

A memorandum of understanding and student exchange agreement were signed with National Taiwan University, and the University also strengthened ties with Spain through the signing of an agreement for cooperation with the Spanish Ministry of Education, Culture and Sport.

Victoria's Institute for Links with Latin America organised an international seminar on the growth of China's global impact, as well as hosting high-ranking diplomats, academics and ministerial officials during the year, including the Secretary of Foreign Trade for Brazil and a delegation from Colombia.

The University also hosted the Australasian Society of Immunology conference, at which over 350 biomedical and clinical experts gathered, and a conference on Valuing Nature brought together 400 people to hear global experts speak on the economics of the environment and biodiversity for business and government.

The New Zealand India Research Institute, based at Victoria, was formally launched by the Minister for Tertiary Education Hon Steven Joyce at its inaugural conference that focused on India's economy. The keynote address was given by Professor Kaushik Basu, Senior Vice President for Development Economics and Chief Economist at the World Bank.

Victoria hosted the 2013 Asia-Pacific Model United Nations conference in July, welcoming 400 students from across the region for a week of inspiring debates. The conference offers future leaders the opportunity to experience the world of diplomacy and global politics, while showcasing Victoria's strengths in political science, international

relations and law. The conference also involved partnering with the Ministry of Foreign Affairs and Trade, the British High Commission, the American Embassy, Wellington City Council, the Embassy of the Republic of Korea, UNICEF New Zealand and the Asia New Zealand Foundation.

Students from developing countries are sponsored by the New Zealand Government to study at New Zealand universities as New Zealand Aid scholars. In 2013, Victoria hosted 185 students.

Links with Asia

The University has a wide network of relationships with research institutions throughout Asia, which continued to expand in 2013.

A new agreement was signed with Xiamen University in China to create a pathway for Chinese students to complete the Master of Applied Finance, Master of Professional Accounting or PhD programme in Economics or Finance at Victoria; and new agreements were signed with Xiamen University of Technology to facilitate learning and research linkages.

The first group of students from Peking University were hosted by Victoria as part of a month-long intercultural leadership course with students from the Victoria International Leadership Programme. The summer course was the first of its kind to be offered by a New Zealand institution.

Victoria has particularly strong relationships with ASEAN nations, a region that is critically important to New Zealand's economic prosperity and growth, and that offers significant potential for collaboration and partnerships in the tertiary education field.

In Vietnam, new agreements were signed with the University of Economics' International Business School, the Foreign Trade University and the Ho Chi Minh National Academy for Politics and Public Administration. The latter agreement will offer opportunities for Victoria's School of Government to train Vietnamese public servants.

A new agreement was also signed with Hanoi's University of Science and Technology, which finalises a joint programme in Engineering. Victoria is the only New Zealand university to have an offshore campus in Vietnam, at the University of Economics in Ho Chi Minh City.

Our relationships in Vietnam have proven very successful, with 350 Vietnamese students now studying at Victoria. In 2013, Deputy Vice-Chancellor (Research) Professor Neil Quigley received an honorary doctorate from the University of Economics in recognition of his commitment to education in Vietnam and fostering relations between our two countries.



New links with Papua New Guinea

Victoria welcomed the Prime Minister of Papua New Guinea, Hon Peter O'Neill, for the first time in 2013. As part of efforts to strengthen ties with the rapidly developing Pacific country, an agreement was signed that will enable students from Papua New Guinea to complete PhD studies at Victoria. From left: Vice-Chancellor Professor Pat Walsh, Hon Peter O'Neill and Chancellor Ian McKinnon



Working with our international partners

Undergraduate students from Victoria's partner universities in Cambodia, Laos, Vietnam, Thailand and Yunnan Province of China were hosted by the University in November as part of the Greater Mekong Sub-region Tertiary Education Consortium (GMSTEC) Intercultural Leadership programme. The 10-day English-intensive programme includes seminars, workshops, field trips and social activities designed to promote cross-cultural communication and understanding.

Pictured: GMSTEC Intercultural Leadership programme students on their field study in Rotorua



Chancellor Ian McKinnon and Vice-Chancellor Professor Pat Walsh with longstanding Victoria University supporter, and 2013 Hunter Fellow, Clare Galambos-Winter, who sadly passed away in February 2014.

Hunter Fellows

Hunter Fellowships are awarded by the University Council to people who have made substantial contributions to advancing Victoria University's strategic direction and interests, and to the Victoria community.

In 2013, Hunter Fellowships were awarded to David Lawrence, Peter Osborne, the late Rosemary Barrington and Clare Galambos-Winter, who passed away in February 2014.

Rosemary Barrington

Rosemary Barrington's association with Victoria spanned nearly five decades. As a student, she was International Affairs Officer and Women's Vice-President of VUWSA, and was instrumental in forming the first crèche at Victoria. In more recent years, she served as a University Council member and was Chancellor from 2002 to 2004. During her life, Rosemary was an active campaigner for equality for women and human rights. Rosemary passed away in June 2013.

David Lawrence

David Lawrence is one of New Zealand's most prolific theatre directors and has made an important contribution to Victoria University's Summer Shakespeare programme. David has been directly involved in nine Summer Shakespeare productions. He has been a member of the Summer Shakespeare Board for the past three years, is currently co-chair and mentors directors of Summer Shakespeare productions.

Peter Osborne

Peter Osborne has been part of the Old Boys University Rugby Football Club for more than 60 years and has made a substantial contribution to rugby at Victoria. As a student, Peter played fullback for the club and went on to serve as a club administrator for many years. He has been president and captain and has worked tirelessly organising coaches, teams and the club in many capacities. He also assisted with fundraising for the redevelopment of Boyd-Wilson Field in 2010.

Clare Galambos-Winter

Clare Galambos-Winter was a significant supporter of Victoria University and nurtured the training of many young musicians. A Holocaust survivor, she came to New Zealand from Hungary in 1948, joining the newly formed New Zealand Symphony Orchestra as a violinist and playing for the Orchestra for 33 years. When she finally laid down her bow in her eighties, Clare gifted her two violins to Te Kōki New Zealand School of Music and established endowed scholarships in violin performance. She also funded the Prize in Holocaust Studies at Victoria to promote understanding and tolerance. Clare passed away in February 2014.



Victoria's Information Technology Services director Stuart Haselden explains how QuakeSurfer works to Civil Defence Minister Hon Nikki Kaye, Chancellor Ian McKinnon and Her Worship the Mayor of Wellington Celia Wade-Brown. Mr Haselden received a 2013 Victoria University Public Contribution award for leading a team of Victoria staff and external consultants to develop the unique solution for safeguarding the University's public records. More information on the QuakeSurfer project can be found on page 23.

Public contribution

Our public contribution strategic goal is to communicate and apply scholarly expertise to enrich culture and society, and to contribute to an understanding and resolution of challenges facing local, national and international communities.

Victoria University researchers are encouraged to apply their scholarly, professional expertise to shape public debate on important issues facing society. Victoria academics were at the forefront of cutting-edge research on a wide range of topical issues in 2013, including climate change, public finance, law, education and economics. Our staff regularly shared their unique perspectives and insights, including through the University's active public events programme.

Making an impact

Victoria plays an important role in contributing to the understanding of, and shaping public debate on, critical issues in New Zealand. Our researchers engage regularly with communities to share their skills and knowledge with people from diverse backgrounds and make positive social, cultural and economic contributions.

It has been an important year for Victoria researchers working in the field of climate change. Three scientists contributed to the Intergovernmental Panel on Climate Change's fifth assessment report. Professor David Frame, Professor Tim Naish and Dr James Renwick were lead authors on the report *Climate Change 2013: The Physical Science Basis*.

This is an internationally significant report and it is testament to the strength of climate change science at Victoria that our staff have played such a key role in its development.

Dr Renwick was also appointed to the 18-member Joint Scientific Committee that provides guidance to the World Climate Research Programme, one of the world's most influential global climate research bodies.

A climate science film project by Emeritus Professor Peter Barrett from Victoria's Antarctic Research Centre and Dr Simon Lamb from the School of Geography, Environment and Earth Sciences reached fruition. The pair co-produced and directed *Thin Ice—the inside story of climate science*, which documents the global community of researchers trying to understand the world's changing climate.

The film was a joint initiative between Victoria, Oxford University and DOX Productions, with support from the National Institute of Water and Atmospheric Research and Antarctica New Zealand. The global premiere took place in Wellington, with hundreds of screenings taking place around the world on Earth Day.

In addition, Māori Business expert Aroha Te Pareake Mead was appointed Chair of the steering committee for the Indigenous Peoples' Biocultural Climate Change Assessment Initiative. The international organisation brings together indigenous knowledge and science to address the effects of climate change.

Victoria researchers engaged with, and contributed towards, debate on a range of other important public issues during the year. For example, Victoria's New Zealand Centre for Public Law organised a series of debates on the review of the New Zealand Constitution.

Other public issues considered by Victoria researchers included social inequality, public spending and taxation, the Fonterra milk powder crisis, workplace health and safety laws, New Zealand's overseas military involvement and the education system.

Protecting the Māori language

A number of Victoria University staff have provided support and advice to the Minister of Māori Affairs in developing the new Māori Language Strategy, which was released for consultation in December. Dr Rawinia Higgins, Head of Te Kawa a Māui (School of Māori Studies), is leading a three-year research project with Associate Professor Pōia Rewi from the University of Otago. The project seeks to understand the value of te reo Māori and how it contributes to New Zealand society in the areas of economic development, cultural identity and social cohesion. The project will also contribute towards increasing language participation, depth and fluency in te reo Māori. Dr Higgins also serves as a board member of Te Māngai Pāho, the Māori Broadcasting Funding Agency, as does Pro Vice-Chancellor (Māori) Professor Piri Sciascia, who serves as Chair.

In addition, staff in the Faculty of Education's Te Kura Māori team launched a new mobile phone application in 2013, which is designed to change the way New Zealanders learn te reo Māori. The Kura app is free to download and helps users improve their knowledge and understanding of te reo Māori through a range of games modules.

External appointments

Victoria staff provided expert advice and guidance to national bodies and not-for-profit organisations in 2013 through various external appointments.

Examples included Assistant Vice-Chancellor (Pasifika) Luamanuao Winnie Laban, who was appointed to the Arts Board of Creative New Zealand and Chair of the Pacific Arts Committee; Professor Tony van Zijl, who was appointed as the honorary consul for the People's Republic of Bangladesh in New Zealand; and Dr Allan Sylvester from the School of Information Management, who was appointed to a 14-member government reference group to provide advice on 21st century learning and digital literacy in schools.

Professor Bob Buckle, Pro Vice-Chancellor and Dean of Victoria Business School, continued to chair the external panel established by the Treasury to review its analysis of the long-term financial challenges facing New Zealand. Professor Neil Quigley, Professor John Creedy, Professor Norman Gemmell and Alison O'Connell also contributed to this work.

Professor Buckle's significant contribution to business and education in New Zealand was recognised by his appointment as an Officer of the New Zealand Order of Merit in the 2014 New Year's Honours.

International visitors

Victoria brings to Wellington the world's top thinkers, who share their expertise with the academic community and the public through conferences, lectures and events.

Professor Paul Healy, an alumnus now based at Harvard Business School, gave a public lecture on the global trend towards a loss of trust in business, while Professor Jane Francis, director of the British Antarctic Survey, gave the annual S.T. Lee lecture on what fossil plants reveal about the climate history of Antarctica.

Professor Paul Pettit from Princeton University gave the inaugural Maurice Goldsmith philosophy lecture on freedom; Ian Auerbach, Professor of Economics and Law at the University of California, Berkeley gave a public lecture on tax policy; and the Contemporary China Research Centre based at Victoria hosted distinguished academics at an international conference entitled China's Global Course, opened by Tertiary Education Minister Hon Steven Joyce.

Professors Maurice Obstfeld and Barry Eichengreen from the University of California, Berkeley gave public lectures as part of the Reserve Bank of New Zealand Professorial Fellowship programme. Professor Obstfeld presented a lecture on predicting financial crises and reducing their likelihood and severity, while Professor Eichengreen explored questions about the future of the US dollar as an international currency.

A number of distinguished guests visited the Faculty of Law, including Sir Paul Walker, Judge of the High Court in London, who was the 2013 Borrin Fellow and the Rt Hon Lady Justice Arden, Judge of the United Kingdom Court of Appeal, who gave the annual Robin Cooke lecture on the subject Press, Privacy and Proportionality.

Other highlights included a public lecture by leading Australian astronomer Professor Steven Tingay; two public lectures by Malaysian-English expert Dr Stefanie Pillai from the University of Malaya, who visited Victoria as the 2013 Ian Gordon Fellow; and the Stout Research Centre for New Zealand Studies, in association with the Ministry for Culture and Heritage, held a multidisciplinary conference in November on rethinking the Great War. Professor Alistair Thompson from Monash University visited Wellington to give the keynote address.

The University co-hosted an international conference with Johannes Gutenberg University of Mainz entitled Reconciliation, Representation and Indigeneity, featuring a public lecture by Phil Fontaine, a former national chief of the Assembly of First Nations.

In addition, the university-wide Māori faculty Toi huarewa hosted Professor Eileen Luna-Firebaugh, from the American Indian Studies Program at the University of Arizona, as a Visiting Indigenous Fellow. The fellowship has been established to build research capacity and enhance engagement with Victoria's Māori research programme by attracting international scholars to Victoria.



Leading debate on the New Zealand Constitution

Victoria University Law experts contributed to national discussions about the New Zealand Constitution in 2013. Victoria's New Zealand Centre for Public Law organised a series of public debates, with guest speakers including former Prime Ministers the Rt Hon Jim Bolger and Sir Geoffrey Palmer QC, who is also a distinguished fellow of the Centre. The Centre also held a conference, *Unearthing New Zealand's Constitutional Traditions*. The two-day event, hosted by Hon Chris Finlayson QC, Attorney-General of New Zealand, was held at Parliament Buildings with support from the New Zealand Law Foundation. Pictured: The Rt Hon Chief Justice Dame Sian Elias gives the keynote address at the New Zealand Centre for Public Law 2013 conference in August.



Lecturer Tabitha McKenzie demonstrates the innovative Kura Māori language application, developed by Victoria's Te Kura Māori in the Faculty of Education (see page 47).

Funded Chairs build capability

In recent years, Victoria has established a number of funded Chairs to enhance our research and learning and teaching capability in strategic areas that will benefit New Zealand's economy and wider society.

These positions involve a high level of collaboration with external partners, including government and business, and have been established in areas such as Health Systems Improvement, e-Government and Public Finance.



Chair in Public Finance

During 2013, Professor Norman Gemmell, the inaugural Chair in Public Finance, applied his expertise as a member of the panel of independent experts who advised the New Zealand Treasury on its Long-Term Fiscal Statement. He also organised a series of public finance debates, launched a new website (www.nzpublicfinance.com) and developed a new online long-term fiscal calculator. The tool allows people to have a try at addressing the Government's long-term financial challenges, such as population ageing and increasing demand for services, through different spending and taxation scenarios.

The Chair in Public Finance is supported by the Ministry of Social Development, the Treasury, Inland Revenue and PricewaterhouseCoopers.

In 2013, the University, through the Victoria University Foundation, celebrated the launch of several new funded Chairs, some of which are the first of their kind.



BNZ Chair in Business in Asia

Asian business expert Professor Siah Hwee Ang has been appointed the inaugural holder of the BNZ Chair in Business in Asia. The new position, based at Victoria Business School, has been established to focus on how New Zealand businesses can succeed in the highly competitive Asian market.

The Chair is funded by principal sponsor BNZ, as well as the Ministry of Foreign Affairs and Trade, the Ministry of Business, Innovation and Employment and New Zealand Trade and Enterprise.

Professor Ang will lead executive training, teaching, research and public outreach programmes aimed at helping New Zealand businesses engage effectively with Asia.



Chair in the Economics of Disasters

Professor Ilan Noy from the School of Economics and Finance was appointed as the inaugural holder of the Chair in the Economics of Disasters. The position has been established to provide new knowledge to guide New Zealand in the aftermath of disasters such as the Canterbury earthquakes.

The Chair, believed to be a world first, will be focused on economic policy and disaster management and is the result of a partnership between Victoria, the Earthquake Commission and the Ministry for Primary Industries. Professor Noy's research will investigate economic aspects of the management of natural and other disasters.



Chair in Restorative Justice

Professor Chris Marshall was appointed the inaugural holder of the Chair in Restorative Justice. The position, within Victoria Business School, has been established to provide a university-based hub of research and teaching excellence in restorative justice theories, policies and practices.

The Chair is funded by the Ministry of Justice, New Zealand Police, Ministry of Education, Department of Corrections, Ministry of Social Development and the G Trust.



Chair in Fisheries Science

The Chair in Fisheries Science was established in 2013, through a partnership between Victoria and the Ministry for Primary Industries. The inaugural holder of the Chair is Dr Matthew Dunn, who joined the University following a decade at the National Institute of Water and Atmospheric Research.

Dr Dunn will be working to deepen expertise in the subject of fisheries science at Victoria, and will engage with a range of organisations to build a specialised research programme that will inform and support New Zealand's fisheries industry.



Victoria University formally recognises the outstanding achievements of academic and general staff each year, through a series of excellence awards. Pictured: Vice-Chancellor Professor Pat Walsh and Chancellor Ian McKinnon with recipients of 2013 Victoria excellence awards.

Capability

Our capability strategic goal is to retain, develop and recruit high-quality people who contribute to Victoria's success through outstanding leadership, scholarship and administration, through positive external engagements, and through quality governance and management.

Victoria's people make an invaluable contribution to the University through their commitment, outstanding leadership and scholarly expertise. The achievements and contributions of our academic and general staff were celebrated by a variety of awards and honours in 2013, and some new strategic appointments were made. In addition, new initiatives were launched during the year to expand upon our activities that promote a culture of high performance, respect and inclusivity, including the University's first organisation-wide capability strategy.

New Capability Strategy

Victoria's first Capability Strategy Te Rautaki Kaiaka began to be implemented in 2013. The five-year strategy outlines Victoria's commitment to developing and maintaining a high-performance culture that enables all staff to realise their full potential. It also provides a framework for staff capability planning in a way that supports the University's mission, Treaty of Waitangi commitments and goals as set out in the strategic plan.

The University community is a workplace where there is respect for diversity, professional expectations are high and all staff members have opportunities to engage in the pursuit of excellence. The University continues to build a community in which both academic and general staff members have the necessary opportunities to develop their skills, supporting early career staff members as well as building leadership capability in leaders and managers.

Encouraging excellence through promotions, awards and commendations is an important aspect of the University culture. In 2013, the University continued to celebrate staff success with an active programme of academic promotions and staff awards in the areas of research, teaching, public contribution, equity and diversity, health and safety and general excellence.

Growing leaders

The University's Leading People programme took place in 2013 with 20 staff participating. A new Leading Through Influence programme was piloted during the year and attended by 20 staff. This pilot looked at the development needs of staff who work in roles that exercise leadership through influence and engagement with a range of staff and stakeholders. In addition, both general and academic

staff mentoring programmes took place during the year, involving 26 pairs of general staff and 18 pairs of academic staff.

The University continued to support women in academic roles, and an Academic Women at Victoria initiative and steering group were established to help achieve the vision of the new Capability Strategy. In addition, the New Zealand Women in Leadership programme five-day residential course was attended by six Victoria academic and general staff from the Faculties of Humanities and Social Sciences, Education, Science, the Centre for Academic Development and the Library. We continued to offer the Te Hapai programme, which provides in-depth training in the Treaty of Waitangi and Māori language and culture, attracting 101 participants.

Future planning

The University took part in the UniForum benchmarking programme during the year that provides an opportunity for Victoria to compare aspects of capability with other universities. In 2013, the programme focused on areas such as governance, planning and performance management. Victoria also continued to contribute towards the Academic Workforce Planning Toward 2020 project, a joint New Zealand universities initiative.

Senior appointments

In 2013, Victoria recruited a number of new senior staff into key positions and established some significant new roles.

Professor Mike Wilson took up the role of Pro Vice-Chancellor for the Faculties of Science, Engineering and Architecture and Design, and Dean of Science, in July following the retirement of Professor David Bibby.



Victoria appoints new Vice-Chancellor

Professor Grant Guilford's appointment as Vice-Chancellor and Chief Executive of Victoria University was announced in October 2013.

Professor Guilford took up the role on 1 March 2014, following on from Professor Pat Walsh who served as Victoria's Vice-Chancellor for nine years.

Professor Guilford holds a Bachelor of Philosophy and Bachelor of Veterinary Science from Massey University and a PhD in Nutrition from the University of California, Davis. His career has spanned teaching, research, clinical and leadership roles and he joins Victoria from the University of Auckland, where he served as Dean of the Faculty of Sciences and a member of the senior management team.

Professor Wilson was previously Dean of the Faculty of Mathematics and Physical Sciences at the University of Leeds in the United Kingdom, where he also held a Chair in Applied Mathematics.

Professor Anne Goulding was recruited to the position of Library and Information Management at the School of Information Management, and several new staff members were recruited for Head of School positions.

Professor Brad Jackson was announced as the new Head of the School of Government, following Peter Hughes' permanent appointment as Chief Executive and Secretary of the Ministry of Education. Professor Jackson began his new role in February 2014, returning to Victoria after several years at the University of Auckland.

Dr Margaret Petty was appointed the new Head of the School of Design, and Professor Cindy Kiro was appointed as the new Head of Te Kura Māori and Professor of Māori Education.

A number of other senior appointments were made during the year, including Professor Damien Wilkins, who took up the role of director at the International Institute of Modern Letters; Dr Robin Skinner, who was appointed Dean of the Faculty of Architecture and Design; Associate Professor David Crabbe, who was appointed Dean of the Faculty of Education; Associate Professor Liz Jones, who was appointed as the new director of the Centre for Academic Development; and Dr Ajay Kapur, who was appointed as the University's first-ever senior lecturer in Sonic Arts Engineering.



Credit: Government House

External honours

In the 2013 New Year's Honours, Victoria alumni the Honourable Justice Mark O'Regan and the late Paul Holmes were made Knights Companion of the New Zealand Order of Merit for their services to the judiciary and broadcasting; and Turoa Royal, QSO, ED, a past staff member of the former School of Education Studies, was made Companion of the New Zealand Order of Merit for services to education.

In the Queen's Birthday Honours, Chancellor Ian McKinnon was recognised for his services to education and the community, being made a Companion of the New Zealand Order of Merit. Also honoured was Professor Piri Sciascia, Pro Vice-Chancellor (Māori), who was made an Officer of the New Zealand Order of Merit for services to Māori arts.

Dr Jock Phillips, a member of the Victoria University Council from 2001 to 2012, was made an Officer of the New Zealand Order of Merit for services to historical research and publishing; Elizabeth Kerr, who was a senior lecturer in Music at Victoria for 12 years, was made a Member of the New Zealand Order of Merit for services to music; and Dr Mansoor Shafi, an Adjunct Professor in Victoria's School of Engineering and Computer Science, was made a Member of the New Zealand Order of Merit for services to wireless communication technologies. A number of Victoria alumni were also recognised.



Members of the Victoria University Samoan Students' Association take part in the official welcome celebrations for the visit of the Prime Minister of Papua New Guinea, Hon Peter O'Neill, in August 2013. The occasion was a superb opportunity to showcase the contributions Pasifika students make to the University environment.

Equity

Our equity strategic goal is to provide an inclusive and representative environment for staff and students that is conducive to equity of opportunity for participation and success.

Victoria University is committed to providing an environment for study and work that gives all members of our community equal opportunities to fulfil their potential. In 2013, new awards were introduced to recognise the contributions made by staff in this strategic area, and a number of new initiatives were launched to support equity groups.

These include Māori and Pacific students and staff, students and staff with disabilities, people in disciplines or professions in which they are under-represented and students from socio-economically disadvantaged backgrounds.

A commitment to equal opportunity

Equity of opportunity is a core institutional value at Victoria University. We are committed to providing an environment for work and study that gives all members of the Victoria community equal opportunity to fulfil their potential. We recognise that strengthening human capital is important to New Zealand's social and economic wellbeing.

Our Equity and Diversity Strategy represents our commitment to these goals. Guided by this strategy, Victoria has achieved a strong institutional focus and made good progress regarding participation, success and inclusion of Māori and Pasifika staff and students.

Diversity is a distinctive, positive element of the Victoria community, and the presence and success of a broad range of talented staff and students of different backgrounds and experiences help us connect effectively to the local and global communities we serve.

Leadership in equity and diversity

The University gives a high priority to engaging with Māori and Pacific communities, and to contributing to the advancement of their economic and social wellbeing.

Leadership relating to Pasifika initiatives is driven by senior management across the faculties and through the Assistant Vice-Chancellor (Pasifika) position, the first such dedicated position in a New Zealand university, held by Associate Professor Luamanuvao Winnie Laban, a former Minister for Pacific Island Affairs.

Important cultural considerations and perspectives are also provided through a Komiti Pasifika, whose members reflect the views and aspirations of Pasifika people in New Zealand. Understanding the importance of improving tertiary access and outcomes for Pasifika students guides our increasingly successful engagement with Pacific communities.

In 2013, Victoria introduced new Equity and Diversity Staff Excellence Awards to recognise the contributions made by members of staff that contribute to Victoria's equity goals. The inaugural award winners were Dr Cherie Chu from Te Kura Māori in the Faculty of Education, and Professor John Prebble from the Faculty of Law.

Pasifika Staff Success Plan

Victoria is currently implementing a Pasifika Staff Success Plan, which aims to build Pasifika staff capability and support the University's capability and equity goals for Pasifika staff. The initiative builds on a previous report that identified areas where the University could better support Pasifika staff. The first priority has been the establishment of a mentoring programme, with other actions including improving communication about professional development courses and refreshing the content of existing courses to accommodate Pasifika staff.

In 2013, provision was made for a Pasifika member of staff to be appointed to the University's Ethics Committee, and the Pasifika Researchers Network met on several occasions.

Recruitment, retention and success rates

The University pursues specific objectives and targets for Māori and Pasifika learners as part of our framework for achieving equity and diversity goals. A range of policies, processes, research initiatives and support programmes are in place throughout the University to help realise our targets in this area, with progress measured through the monitoring of university-wide action plans and reviews of trend data for student achievement.

A wide range of specialist facilities, services and support mechanisms exist across Victoria to support the learning experiences of the University's diverse student population and contribute towards improving retention and success rates.

For example, faculties host open evenings for prospective and current Pasifika students, their families and friends to learn more about life at Victoria and gain insights into the range of qualifications and study options available. In 2013, a new welcome and orientation event at the Pipitea campus was designed to help ensure that second-year Māori and Pasifika students are familiar with the learning and support services available at Pipitea.

Come Paddle This Waka, a new online programme giving prospective Māori students useful information and advice, was launched in 2013. Te Rōpu Āwhina, Victoria's on-campus whānau for Māori and Pasifika students enrolled in Science, Engineering, and Architecture and Design, held a successful three-day Cybrospace Summer Wānanga for senior secondary school students.

Building strong student communities

Approximately 100 students from a range of refugee backgrounds study at Victoria and, in recent years, the University has formulated initiatives and programmes to support these students. Support ranges from mentoring programmes, to a bespoke booklet, *Opening Doors*, on settling into university life, and a drop-in centre where students can meet and receive study support. A special welcome and orientation event was organised by Victoria's Network for Supporting Refugee-Background Students.

In addition, postgraduate students contributed to the University's efforts through organising a public photo exhibition to increase public awareness of refugee-

background and migrant communities in Wellington. The interdisciplinary group of students worked on a project entitled Stories of Success as part of an ongoing partnership between the School of Geography, Environment and Earth Sciences and ChangeMakers Refugee Forum, a local organisation.

The University also provides tailored support for people with disabilities. Vic Volunteers was established in 1994, with 46 volunteers to help eliminate some of the barriers students with impairments faced during their study at Victoria. The programme has grown significantly, with around 200 volunteer note-takers, van drivers and team leaders taking part each year.



National bicultural leadership role

Victoria PhD student Arapata Hakiwai was appointed to a national bicultural leadership role in 2013. Mr Hakiwai, who is completing doctoral research in Museum and Heritage Studies, was welcomed into the role of Kaihautū at Te Papa Tongarewa. Mr Hakiwai will provide bicultural leadership across the museum, support the philosophy of Mana Tāonga and further develop the strong networks and relationships he has with iwi throughout New Zealand. Photo supplied.



Pacific Studies celebrates first PhD

In 2013, Dr Esther Tumama Cowley-Malcolm became the first student to graduate with a PhD from Victoria's Pacific Studies programme. Dr Cowley-Malcolm's doctoral research is an in-depth exploration of Samoan parents' perceptions of, and responses to, aggressive behaviour in young children and the usefulness of an American-designed intervention tool, named Play Nicely. Dr Cowley-Malcolm, who graduated in the December ceremonies, says her doctoral study has been a way of serving her local community as well as the culmination of the different areas she has worked in over the course of her career, which include nursing and teaching.



The new Reading Room on Level 2 of the Kelburn Library, which was created as part of the Campus Hub redevelopment project. The Reading Room features the artwork All That You Breathe by Lonnie Hutchinson, and has been described as one of the finest spaces in Wellington for the quality of its natural lighting and peaceful, internal composure.

Resources

Our resources strategic goal is to ensure the long-term academic and financial viability of Victoria by increasing and diversifying income and by reallocating resources to support strategic goals.

The Victoria University Group met all fiscal targets set for 2013. The consolidated surplus for the year was \$17.6 million, compared to the budgeted surplus of \$10.9 million, mainly due to increases in PBRF revenue and a strong contribution from the Victoria University Foundation. Detailed financial information is provided on pages 76 to 106.

Despite a constrained financial environment, the University has continued to allocate investment toward the future. In 2013, the Hub was officially opened by the Governor-General and its architectural merit was recognised in the Wellington Architecture Awards. Other important upgrades and developments took place during the year and all buildings were cleared by seismic engineers following the Cook Strait earthquakes in July and August. Victoria also developed a new Safe and Healthy Campus Framework, and embarked upon a range of environmental initiatives during the year, which provided opportunities for reducing both costs and waste. It was also the year Victoria University officially became smokefree.

World-class facilities and resources

The official opening of the new Hub and Tim Beaglehole Courtyard at the Kelburn campus in March by the Governor-General His Excellency Lt Gen The Rt Hon Sir Jerry Mateparae was a highlight of 2013.

The Campus Hub project was a six-year project to enhance the student experience at Victoria. This also included a revamp of the Student Union Building and refurbishment of the Kelburn Library.

The improvements, carried out in partnership with VUWSA, have transformed our Kelburn campus and the new facilities have been put to good use by students.

The Hub was recognised with an award in the education category of the 2013 Wellington Architecture Awards, organised by the New Zealand Institute of Architects. The Hub also received the Resene Colour Award and was commended for its visual richness and interest.

The University's newest Hall of Residence, Boulcott Hall at 47 Boulcott Street, opened for students, providing an additional 180 beds.

A safe, healthy environment

The University is committed to providing a safe, healthy, vibrant and welcoming environment. In April 2013, all Victoria campuses became smokefree, and work commenced during the year to develop a new University Safe and Healthy Campus Framework.

This sets out the University's duty of care to students and the wider University community to ensure a safe and healthy learning environment and a broader commitment to building a resilient scholarly community. The framework covers the years 2014-17 and is designed to enhance Victoria's social, organisational and physical environment and services, individual knowledge and responsibility and data and research to ensure evidence-based decision-making in aspects of health and safety.

Planning for the future

Victoria University continues to allocate resources towards campus development to ensure we meet the future growth needs of our learning and research activities. Following completion of the Campus Hub project, planning to develop a facilities and campus development programme for 2014-24 has commenced.

As part of the University's asset management programme, numerous upgrades took place throughout the year, including the refurbishment of an additional Hugh Mackenzie lecture theatre and installation of audio-visual equipment to support the needs of the Film programme. Assessments and upgrades to various buildings were completed as part of the University's ongoing seismic upgrade programme.

Buildings on all Victoria's campuses were cleared by seismic engineers following the Cook Strait earthquakes in July and August that caused superficial damage only. Post-earthquake information briefings for all staff and students were held at all campuses.



Library receives rare gifts

The Victoria University Library received two unique, generous donations in 2013. Almost 2,000 books were added to the Antarctic collection from the estate of renowned polar researcher and explorer Sir Colin Bull, who taught at the University during the 1950s. In addition, a rare set of Italian first-edition books on Captain Cook's voyages, published in 1787, were gifted to the University by Wellingtonian Cavaliere Signor Giovanni Mersi. Pictured: Dr Marco Sonzogni, senior lecturer at the School of Languages and Cultures, with one of the Italian books gifted to Victoria University.



Environmental sustainability

Victoria is focused on reducing our environmental impact and operating in an environmentally responsible manner.

In 2013, the University entered into a partnership with Meridian Energy and its subsidiary, Arc Innovations, to install smart electricity meters in buildings throughout the University. The new meters provide detailed information on electricity consumption patterns, helping identify opportunities for reducing waste.

A new initiative to achieve significant energy savings and reduce the University's carbon footprint across Victoria's computer network also began, with the rollout of a new power management software program, NightWatchman.

In addition, a number of environmental research projects integrated academic outcomes with operational improvements. For example, a group of postgraduate Building Science students conducted energy audits of university buildings, identifying opportunities where efficiencies could be made; and a biodiversity inventory and plan for Victoria's Kelburn and Karori campuses is being developed as part of a Master's research project.

Victoria's collaboration with Wellington City Council on environment-related activities continued through the Our Living City project, which aims to improve the quality of life for Wellington residents, and the Growing Graduates (see page 38) tree planting initiative. Wellington City Council also supported the establishment of a 'green wall' (pictured) at the Kelburn campus, which was completed in January 2014.



Hub declared officially open

Victoria University's new Hub, located at the centre of our Kelburn campus, was officially opened in March 2013 by Governor-General His Excellency Lt Gen The Rt Hon Sir Jerry Mateparae.

The Hub is the cornerstone of the transformation of the Kelburn campus, and a six-year project that included complete refurbishment of the Kelburn Library and a revamped Student Union Building.

The Hub provides a new, central community space for students to meet, study and socialise, while outside the Hub, the new Tim Beaglehole Courtyard features seating, shade and shelter.

The redevelopment project has been the largest in Victoria's history and creates a new heart for the Kelburn campus, featuring a grand two-storey reading room connected to the Library, informal learning spaces, cafes, food outlets and a pharmacy. It also includes the largest sliding glass doors in the Southern Hemisphere and creates 3,400 square metres of new space for students.

The project has been a partnership between the University, the Victoria University of Wellington Students' Association (VUWSA) and the VUWSA Trust, with Victoria students involved in planning and design.

Students have been making the most of the facilities and the quality of the project, which was designed by Athfield Architects and Architectus, was recognised in the education category of the 2013 Wellington Architecture Awards, as well as receiving the Resene Colour Award.

Statement of Service Performance



Victoria student Rick Zwaan (left) takes part in the first Growing Graduates tree planting event on Te Ahumairangi Hill in 2013. The new initiative with Wellington City Council will see 2,000 native trees planted each year, for five years, on the Town Belt to celebrate Victoria University graduates. Credit: Wellington City Council

For the year ended 31 December 2013

Victoria's mission is to strengthen New Zealand's position in the global knowledge economy by the creation and dissemination of knowledge and by the development of graduates who will shape and lead our country's future.

Our outcomes framework sets out how we seek to achieve this and, in doing so, contribute to the Government's vision for a world-leading education system that equips all New Zealanders with the knowledge, skills and values to be successful citizens in the 21st century. Our high-level outcomes—reflecting the University's core goals in research, learning and teaching and public contribution—are supported and enabled by our goals relating to capability and resources, equity and the Treaty of Waitangi.

The Statement of Service Performance (SSP) details the University's output performance indicators for 2013, what difference these make and our progress towards, and contribution to, the high-level outcomes we seek to achieve for New Zealand.

The document is a legislative requirement and reports against the Statement of Forecast Service Performance (SFSP) in the University's 2013–15 Investment Plan. The Investment Plan is agreed with TEC and is centred on how the University will use government funding to advance the priorities in the Tertiary Education Strategy 2010–15—meeting the needs of students, society, the labour market and the economy.

Performance indicators of educational outputs required by TEC include reference to Te Kōkī New Zealand School of Music (NZSM) activities and people, as required by TEC. NZSM is a joint venture between Massey and Victoria Universities, where Victoria is the institution of enrolment. All other measures refer only to Victoria University activities. TEC required indicators are marked with an asterisk (*).

Victoria's Outcomes Framework

Outcomes <i>What is Victoria seeking to influence, over the next 5-10 years, to create long-term positive change in social state?</i>	New Zealand's Education Vision: <i>All New Zealanders are equipped with the knowledge, skills and values to be successful citizens in the 21st century</i>		
Impact <i>What difference or impact is Victoria making?</i>	Value added to industry, society and economy	In all its degrees, Victoria fosters critical and creative thinking, communication skills, leadership and global mindedness	Victoria listens, responds, innovates, connects and partners
Outputs <i>What is Victoria committed to delivering in a particular year? Outputs are stepping stones towards achieving the desired outcomes</i>	Victoria's outputs are indicated in the performance measures below and reflect those contained in the Statement of Forecast Service Performance section of the University's Investment Plan		
Inputs <i>How Victoria is going to do this</i>	<ul style="list-style-type: none"> • Enhance leadership capability in research • Make appointments that strengthen areas of scholarly excellence • Intensify engagements • Provide facilities and equipment that support research 	<ul style="list-style-type: none"> • Enrich the experience of students • Enhance teaching capability • Continue to enhance the campus environment through improved facilities, infrastructure and equipment to support learning and teaching 	<ul style="list-style-type: none"> • Collaborate with local, national and international communities • Engage in meaningful interactions with overseas universities • Engage with partners in business, the public and voluntary sectors • Apply Victoria's skills to problems of policy, management and innovation in society
Enabling goals (from Strategic Plan)	Capability	Student experience Equity	External relationships Capability
Organisational capability: funding, infrastructure, staff and skills, information, strategic goals, suitable students			

Research

Outcome 1: New knowledge that addresses issues of significance to New Zealand and to the world

Victoria contributes both nationally and internationally by developing and disseminating new knowledge through the research of our staff and students. The significance of research is acknowledged through our strategic goal to “dramatically improve Victoria's overall research performance by focusing resources on developing and rewarding research excellence, particularly in areas of disciplinary and interdisciplinary strengths, and creating new knowledge that has a major social, economic or scholarly impact”.

As outlined in the Year in Review section of this annual report, there are many examples of how staff and students at Victoria have worked together and with others to develop new knowledge that impacts areas of significance. With strengths across all faculties and disciplines, the following examples are representative of the breadth of activities being undertaken:

- a team of researchers is investigating possible causes and treatments of multiple sclerosis (see pages 22 and 23)
- Dr Nessa Lynch conducted an in-depth look at the law, theory and practice behind the New Zealand youth justice system (see page 26)
- Victoria researchers are taking part in international research projects to build a multibillion-dollar Square Kilometre Array radio telescope and to develop a smart cities ICT network (see page 23)
- Professor Ilan Noy was appointed to a Chair in the Economics of Disasters in 2013. The Chair was established with sponsorship from the Earthquake Commission (EQC) and the Ministry for Primary Industries (MPI). It is understood to be the first such Chair in the world

- Dr Elizabeth Stanley of the School of Social and Cultural Studies received a Rutherford Discovery Fellowship and will investigate the development and decline of human rights standards in New Zealand. Other Rutherford Discovery Fellowship recipients for 2013 were Dr Rob McKay of the Antarctic Research Centre and Dr Dillon Mayhew of the School of Mathematics, Statistics and Operations Research (see page 25)
- the 2012 PBRF Quality Evaluation placed Victoria the number one New Zealand university for research quality, with 25 disciplines rated as first or second in the country. Victoria has 678 staff actively involved in research, and 70 percent of those are operating at the highest levels (rated either A or B) (see page 24)
- Viclink, the University's commercialisation company, engaged in a new initiative with Wellington-based business accelerator Lightning Lab in 2013, to offer students new internship opportunities (see page 23)
- the Minister of Science and Innovation, and Tertiary Education, Hon Steven Joyce, announced in 2013 that two research teams from Callaghan Innovation would join Victoria University (see page 25). The new institutes are named the Ferrier Research Institute and the Robinson Research Institute and their establishment sees around 55 additional researchers join Victoria
- in 2013, a new online PhD application became operational, along with new online systems for PhD progress reports and Human Ethics applications (see page 26). These initiatives have been undertaken to streamline processes for postgraduate research students, academic staff and administrators.

In addition, we use a number of performance indicators to monitor the quantity, quality and type of research Victoria is undertaking to contribute to industry, society and economy. These indicators show that research performance has remained high for 2013.

	2013 Actual	2013 Target	2012 Actual
Improve the research performance of selected areas of disciplinary or interdisciplinary strength and adopt strategies to improve research performance			
Number of annual Master's by Thesis completions*	296	330	352
Number of annual PhD degree completions*	153	155	128
Number of Summer Research Scholarships	262	300	231
Proportion of postgraduate research EFTS of the University's total EFTS	6.5%	6.7%	6.6%
External research income (as part of PBRF reporting requirements; \$s million)*	31.5	34.5	39.5

- Master's by Thesis completion results reflect the strength in Master's enrolments of 889 (headcount) in 2011 and subsequent high numbers of completions in 2011 and 2012. Considerable effort is being made to ensure students complete qualifications in a timely manner, with the average time to complete 1.5 years for full-time students and 2.5 years for part-time students in 2013. These efforts should result in increased completion rates in the next few years
- PhD degree completions continue to rise steadily, up 20 percent on last year
- our Summer Research Scholarship programme received its highest number of applications yet, placing 262 high-performing students with top Victoria academics and in external organisations to work on research projects—an increase of 13 percent (see page 43)
- the proportion of research postgraduate EFTS has remained relatively stable at 6.5 percent. The influence of Victoria's number one ranking in the PBRF is expected to lift this percentage
- the external research funding environment continues to be very competitive and in 2013 several multi-year funded research projects were completed, meaning external research income was less than targeted. However, there were significant successes in 2013 including 21 projects receiving \$11.2 million in Marsden Fund grants—the largest number Victoria has gained in a single year (see pages 25–26). The Marsden success, addition of the two new research institutes mentioned above, as well as focused assistance for staff in developing research proposals, provide the potential for increases in external research revenue in the coming years.

Learning and Teaching

Outcome 2: A more educated and skilled workforce and society

Students at Victoria learn in an environment that fosters critical and creative thinking, communication skills, leadership and global mindedness. As graduates, they go on to contribute at all levels of society with internationally recognised qualifications. Victoria's Learning and Teaching Strategy fosters the development of programmes that are intended to improve the student experience and enhance learning opportunities. It reflects the focus that has been placed on the recruitment and success of Māori and Pasifika students, as does our Equity and Diversity Strategy.

Victoria's commitment to a more educated and skilled workforce and society is reflected in our strategic goal to "strengthen Victoria's high-quality research-led learning and teaching environment, and reward and celebrate learning and teaching in all its forms". As covered earlier in this annual report, the University has put this into action in a variety of ways in 2013, including:

- taking the first steps in the Victoria Learning Partnership with collaboration between staff and students to develop a new Student Charter and Victoria Graduate Profile (see page 31)
- implementing policy, infrastructure and support to embrace and embed digital technologies across the University (see pages 31 and 33)
- introducing the Master of Advanced Technology Enterprise, Master of Health Care and Master of Computer Graphics programmes, among others, to help upskill students in areas of high demand (see page 33)

- successfully launching the Alumni as Mentors pilot programme to enable graduates to share their knowledge and experience and help students improve their employability, develop networks and transition into the workplace (see page 40)
- continuing to work towards improving the quality of our learning environment, and making a strategic commitment to embrace and embed digital technologies in academic programmes to ensure graduates are equipped for the modern world; new initiatives in 2013 included a new 3D film production project with Te Papa Tongarewa (see page 31) and the launch of a new Innovation Incubator for staff (see page 33)
- continuing to expand the range of speciality Master's programmes on offer in 2013 (see page 33); a new course, Understanding Southeast Asia, was launched to develop leadership and a global perspective within students, as they complete a fully-funded study tour, run in conjunction with the University's regional partners (see page 33)
- gaining international re-accreditation for the University's Master of Business Administration programme and receiving the tedQual accreditation from the World Tourism Organisation, for the first time, for the Tourism PhD programme (see page 34).

We also use a range of performance indicators to track our progress towards a more educated and skilled workforce and society.

	2013 Actual	2013 Target	2012 ¹ Actual
Maintain a high quality of research-led teaching that leads to excellent academic outcomes for students			
At least one academic member of staff is awarded the National Tertiary Teaching Excellence Award	0	1	1
Establish or maintain professional accreditation of relevant programmes	18	18	18
Number of qualifications awarded (excluding Certificates of Proficiency)	4,811	5,650	4,829
Proportion of courses evaluated that are achieving student evaluation scores below 2.2 for the "overall effectiveness" indicator (in a range of 1 to 5, with a score of 1 being the highest achievement)	76.1%	72.0%	

	2013 Provisional	2013 Target	2012 Provisional ²
Maintain a high quality of research-led teaching that leads to excellent academic outcomes for students			
	%	%	%
Course completion rate for all SAC funded students*	85.4	85.3	85.6
Student retention rate*	85.7	82.0	81.0
Course completion rate for students aged under 25*	85.4	85.2	85.7
Qualification completion rate for all SAC-funded students*	67.2	77.0	66.6
Qualification completion rate for students aged under 25*	62.0	67.0	60.5

¹ A number of new indicators were introduced for 2013. For some, but not all, 2012 comparative information has been provided where available.

² Final results for certain indicators are not available until later in 2014 and provisional results are provided for these indicators. Targets are set on the basis of final results as required by TEC. For comparative purposes, provisional results for 2012 are included for these indicators.

	2013 Actual	2013 Target	2012 Actual
Achieve better academic outcomes for Māori and Pacific learners			
Number of Māori students that have completed research degrees	38	50	17
Number of Pasifika students that have completed research degrees	9	22	11
	2013 Provisional	2013 Target	2012 Provisional
Achieve better academic outcomes for Māori and Pacific learners			
	%	%	%
Course completion rates for Māori students*	79.4	80.3	79.3
Course completion rates for Pasifika students*	70.6	73.0	70.7
Qualification completion rate for Māori students*	59.9	68.2	58.2
Qualification completion rate for Pasifika students*	45.2	57.4	52.7
	2013 Actual	2013 Target	2012 Actual
Improve the quality of our learning environment to position Victoria as a university of choice for high-achieving students			
Proportion of Māori students*	9.7%	10.0%	9.90%
Proportion of Pasifika students*	5.0%	5.0%	4.60%
Proportion of students under 25*	79.7%	77.3%	79.20%
Number of first-year students supported with Excellence Scholarships	480	450	-
Proportion of new undergraduates admitted from outside the Wellington area	64.4%	56.0%	-
		2013 Actual	2013 Target
Provide a distinctive international educational experience for Victoria's students			
Number of intercultural exchange programmes		117	105
Number of signed twinning and articulation programmes		18	13
Number of students on exchange (inbound)		202	150
Number of students on study abroad (outbound)		256	220
Proportion of full-fee-paying international students		9.8%	9.9%
Provide students with an outstanding academic, social and cultural experience within a supportive community			
Number of students who achieved awards in extracurricular programmes			
VicPlus		39	50
Victoria International Leadership Programme (VILP)		62	100
Proportion of students rating services and facilities as 'good' or 'very good' in the Student Experience Improvement Survey			
		%	%
All		90.4	86.3
International only		90.2	84.4
Māori only		89.2	87.0
Pasifika only		93.2	86.3
Under 25s only		91.4	87.9
Student satisfaction with the accommodation advocacy and placement service		69.4	75.0

- the overall number of qualifications awarded in 2013 (4,811) was below the target of 5,650 but only slightly lower than the 2012 (4,829) actual qualifications awarded. The 2011 year had a high number of undergraduate certificates and diplomas awarded—this was not repeated in 2012 or 2013 as some programmes were no longer offered to new entrants. In addition, the number of graduate degrees has increased by 300 since 2011
- our focus on providing a high-quality research-led learning and teaching environment is reflected in our students' assessment of the quality of teaching at Victoria, with more than 76 percent of students giving positive evaluation scores (a score of less than 2.2 in a scale of 1 (highest) to 5), exceeding our target. Other indicators include the continued high course completion and student retention rates
- the provisional course completion rates for SAC-funded students has remained high and supports the view that students are receiving a quality education
- the qualification completion rates for SAC students and those under 25 are below the aspirational targets set. An analysis of the completion rates for qualifications is planned to see what can be learned from them that could lead to initiatives to improve these results
- Victoria is experiencing an increase in Pasifika enrolments due to our ongoing efforts to boost these numbers. This has, however, had an impact on the qualification completion rates for these students in 2013 due to the larger volume enrolled at the beginning of their studies. This is a known problem with the TEC qualification completion measure; TEC requires stretch targets for these indicators
- there was a slight decline in the number of Māori students studying at Victoria in 2013. While numbers have increased in the areas of Commerce, Science and Architecture and Design, these have been offset by declines in Humanities and Education, which are experiencing an overall decrease in enrolments. The provisional course completion rates for both Māori and Pasifika students were below target but these rates will rise when the final numbers of completions are known and published in mid-2014. The targets for Māori and Pasifika students were aspirational
- the University established and/or maintained accreditations for a range of programmes through the following organisations:
 - Architecture and Design**
 - New Zealand Institute of Architects (NZIA)
 - New Zealand Institute of Landscape Architects (NZILA)
 - Commerce**
 - AACSB International—the Association to Advance Collegiate Schools of Business (AACSB)
 - The European Quality Improvement System (EQUIS)
 - Association of MBAs (AMBA)
 - TedQual (World Tourism Organisation)
 - New Zealand Institute of Chartered Accountants (NZICA)
 - Certified Practising Accountant Australia (CPA)
 - Chartered Institute of Management Accountants (CIMA)
 - Association of Certified Chartered Accountants (ACCA)
 - Records and Information Management Professionals Australasia (RIM Professionals Australasia)
 - Library and Information Association of New Zealand Aotearoa (LIANZA)
 - Education**
 - New Zealand Teachers Council (NZTC)
 - New Zealand Psychologists' Board
 - Engineering**
 - The Institution of Professional Engineers New Zealand (IPENZ)
 - Humanities and Social Sciences**
 - New Zealand Nursing Council
 - Law**
 - Council of Legal Education
 - Science**
 - New Zealand Psychologists' Board
- application numbers for our Excellence and Achiever Scholarships rose dramatically in 2013, increasing more than 70 percent on the previous year. Four hundred and eighty students were awarded Excellence Scholarships for 2013, along with 68 Achiever Scholarships (see page 37) supporting Victoria as a university of choice for high-achieving students
- the University successfully launched the Alumni as Mentors pilot programme in 2013 to enable graduates to share their knowledge and experience and help students improve their employability, develop networks and transition into the workplace (see page 40)

- Victoria's commitment to providing an international educational experience for our students both here and abroad is demonstrated in our targets for intercultural exchange programmes, twinning and articulation programmes and inbound and outbound exchange students all being exceeded for 2013
- our Victoria International Leadership and Victoria Plus programmes continued to grow in 2013, offering students the opportunity to participate in an outstanding academic, social and cultural experience within a supportive community. Close to 350 students were enrolled in the Victoria Plus programme for 2013. However, the target for completions was not met as students either decided to do further study or deferred their graduation date to May 2014, which extended their time on the programme
- Victoria set an ambitious goal to have 100 students awarded for completing the Victoria International Leadership Programme in 2013. Although this target was not met, a record 62 students completed the annual programme. In 2013, over 500 new students registered for the programme
- Victoria's Student Experience Improvement Survey, in its third year, continued to show increasingly positive results, with 90.4 percent of students rating services and facilities as 'good' or 'very good' (see page 37). Many of the

initiatives, such as the construction of the Hub, have been directly aimed at improving the student experience. This result provides an indicator of their success

- the number of students wanting accommodation at Victoria exceeded available beds, resulting in waiting lists in 2013, which is thought to have impacted this measure. Increased capacity for accommodation for 2014 and 2015 should see this measure improve.

Overall, these indicators suggest the University has made good progress against the learning and teaching objectives of the strategic plan, particularly in the area of providing a quality learning environment and a rich student experience. These are seen as crucial to providing a learning experience that supports completion of courses and qualifications—particularly for Māori and Pasifika students. While of the TEC Educational Performance Indicators only the student retention indicator exceeded target, the course completion and qualification completion indicators have remained high, near the 2012 levels, and above 2011 levels. They indicate that the processes related to a quality education at Victoria are robust in terms of outputs; the students participating in courses at Victoria consider that their lecturers are providing a high-quality education. This quality education and diversity in cultural experience are seen as crucial in developing graduates with the attributes that in turn support their becoming part of a skilled New Zealand workforce and society.

Public Contribution

Outcome 3: Scholarly or professional expertise that contributes to external communities

Victoria academics offer unique and expert viewpoints that help shape New Zealand's national identity, put us on the world stage and benefit society as a whole. Many staff serve on advisory boards and committees and act as expert commentators through the media and impart their knowledge to the wider community through public lectures.

Community education courses also help to foster the 'town-gown' relationship and showcase the University's depth and breadth of knowledge. The importance of our intellectual influence is identified in our strategic goal to "communicate and apply scholarly expertise to enrich culture and society, and to contribute to an understanding and resolution of challenges facing local, national and international communities".

Victoria's public contribution is enabled through high-quality and mutually beneficial relationships both locally and internationally. The effectiveness of these connections and the contributions our staff make to our community are detailed earlier in this report, including:

- the wide-ranging contributions from researchers across the University on climate change—among them, Dr James Renwick who co-authored the Report *Climate Change 2013: The Physical Science Basis*, and was appointed to the international Joint Scientific Committee; and Māori Business expert Aroha Te Pareake Mead, who was appointed Chair of the steering committee for the Indigenous Peoples' Biocultural Climate Change Assessment Initiative (see page 47)
- Professor Norman Gemmill, the inaugural Chair in Public Finance, advised the New Zealand Treasury on its Long-Term Fiscal Statement as a member of the panel of independent experts (see page 47)
- Professor Piri Sciascia was made an Officer of the New Zealand Order of Merit for services to Māori art in the 2013 Queen's Birthday Honours list
- the Faculty of Humanities and Social Sciences organised the Big Day In, a free public event featuring talks by some of Victoria's leading academics
- staff were involved in designing and developing a unique seismic protection product for IT systems (see page 23)

- Victoria's New Zealand Centre for Public Law organised a series of debates on the review of the New Zealand Constitution, with guests including former Prime Ministers, the Rt Hon Jim Bolger and Sir Geoffrey Palmer
- a number of staff were appointed to new external appointments in 2013, providing expert advice and guidance to national bodies and not-for-profit organisations (see page 47)
- one excellent example of Victoria researchers communicating and applying their expertise in 2013, was the climate science film project by Emeritus Professor Peter Barrett and Dr Simon Lamb. They co-produced and directed *Thin Ice*, a documentary that was premiered in Wellington and has been screened in hundreds of locations around the world (see page 47).

Our progress is also monitored through a number of performance indicators that help demonstrate our contribution to society.

	2013 Actual	2013 Target
Communicate and apply scholarly expertise to enrich culture and society, and to contribute to an understanding and resolution of challenges facing local, national and international committees		
Number of community education courses	65	83
Number of expert contributions on topical issues in broadcast media (radio and television)	479	400
Number of inaugural professorial lectures open to the public	11	13
Number of regionally delivered science lectures open to the public	8	11
Number of staff serving on government advisory boards and/or committees	154	65
Number of staff serving on international bodies' advisory boards and/or committees	624	394
Number of staff serving on national bodies' advisory boards and/or committees	367	190

- Victoria celebrates the public contribution of its staff through an annual staff award introduced by the Vice-Chancellor in 2010. In 2013, three staff received awards for applying their expertise to help solve local, national and international challenges: Dr Ocean Mercier, Dr Paul Wolfram and Stuart Haselden
- providing expert comment on topical issues in the media is an important way to inform the public on issues of national significance; in 2013, 479 expert contributions were made
- Victoria staff engage at many levels with industry, businesses, government and the community. This is evidenced in the high numbers of staff participating on government, national and international boards and committees
- the number of public lectures, both inaugural and regional, were slightly lower than target; however, attendance numbers for these events were very strong in 2013 with a number of inaugural lectures reaching venue capacity.

What we do to achieve our outcomes is as important as how we do it—through building our organisational capability and resources and ensuring an equitable and diverse working and learning environment that reflects our commitment to Māori as tangata whenua and Treaty partners.

Capability and resources

Sound financial management is vital to ensure resources are available to meet the University's goals and objectives and to support strategic initiatives.

Victoria has demonstrated its commitment to continuous financial improvements during 2013, as evidenced by:

- ongoing leadership via the New Zealand Universities Procurement group, including close partnership with the public sector 'All of Government' Procurement Reform Programme
- continued investment in the Oracle Financial System infrastructure and research expenditure module
- voluntary inclusion and participation in the tribal benchmarking project alongside other participating universities; during 2013, the Minister for Tertiary Education made participation compulsory in what is now called the New Zealand Benchmarking Tool
- continued participation in the UniForum benchmarking exercise that is designed to highlight relative efficiencies of central service units; participants include institutions from both Australia and New Zealand providing for international comparisons.

In 2013, Victoria not only met its financial targets, but also continued to invest and develop in areas of strategic importance. New partnerships were also established in 2013 that will contribute going forward. Highlights from the year include:

- the culmination of a six-year project to enhance the student experience at Victoria, with the official opening of the new Hub and Tim Beaglehole Courtyard at the Kelburn campus in March by the Governor-General His Excellency Lt Gen The Rt Hon Sir Jerry Mateparae
- Victoria's first Capability Strategy Te Rautaki Kaiaka began to be implemented in 2013. The five-year strategy outlines Victoria's commitment to developing and maintaining a high performance culture that enables all staff to realise their full potential
- at the beginning of 2013, the University's newest Hall of Residence, Boulcott Hall, was opened, providing accommodation for an additional 180 students.

	2013 Actual	2013 Target
Ensure the long-term academic and financial viability of Victoria by the retention, recruitment and development of high-quality staff and prudent financial management		
Capital expenditure as a proportion of depreciation	103.0%	100%
Government revenue (SAC + PBRF) as a percentage of total revenue	43.0%	45%
Proportion of borrowing to the value of total assets	5.0%	<20%
Proportion of net surplus to total revenue	4.9%	3.5%
Proportion of the University salary budget allocated for training and development	2.7%	2.4%

Equity

Victoria recognises the need to focus resources on certain groups to lift the overall performance of the University. These groups include Māori students and staff, Pasifika students and staff and men or women working in professions or disciplines where they are under-represented, as well as students from socio-economically disadvantaged backgrounds and people with disabilities. Our approach to making these improvements is addressed in the University's Equity and Diversity Strategy. Many of the equity objectives relating to students are covered previously under Learning and Teaching. In addition:

- the University continued to support women in academic roles, and an Academic Women at Victoria initiative and steering group were established to help achieve the vision of the new capability strategy
- Victoria is also currently implementing a Pasifika Staff Success Plan that aims to build Pasifika staff capability and support the University's capability and equity goals for Pasifika staff
- a wide range of specialist facilities, services and support mechanisms exist across Victoria to support the learning experiences of the University's diverse student population (examples can be found on pages 56 and 57)
- our progress is also monitored through a number of performance indicators that demonstrate our progress with under-represented groups. See also the indicators for Māori and Pasifika in the Learning and Teaching section of this report
- new Equity and Diversity Staff Excellence Awards were introduced in 2013, to recognise the contributions of individual staff members (see page 56). In addition, provision was made for a Pasifika member of staff to be appointed to the University's Ethics Committee
- a new online programme, Come Paddle this Waka, was launched in 2013. This provides prospective Māori students with useful information and advice about life at university, and a new welcome and orientation event at the Pipitea campus was held to support second-year Māori and Pasifika students (see page 56).

	2013 Actual	2013 Target
Provide an inclusive and representative environment for staff and students that is conducive to equity of opportunity for participation and success		
Number of low decile schools (1 to 3) participating in the Outreach programme	6	6
Proportion of female staff in senior academic positions	24.9%	22.0%
Proportion of Pasifika academic staff	0.8%	1.0%
Proportion of Pasifika general staff	2.4%	2.0%

Treaty of Waitangi

The University seeks to meet its obligations under the Treaty of Waitangi. Our obligations and responsibilities are formally expressed through the Treaty of Waitangi Statute, which is the formal expression of Victoria's commitment to Māori as tangata whenua and Treaty partners.

The Te Aka Matua advisory body provides the University Council with advice on our responsibilities toward, and relations with, Māori communities; while the university-wide Toi huarewa virtual faculty serves as the forum for Māori academic issues at the University, ensuring appropriate Māori content in our teaching and research programmes.

Our approach to meeting our obligations was demonstrated in a variety of ways during the year, as highlighted earlier in this report. This included:

- support and advice to the Minister of Māori Affairs in developing the new Māori Language Strategy, which was released for consultation in December
- Associate Professor Rawinia Higgins, Head of Te Kawa a Māui (School of Māori Studies), leading a three-year research project with Associate Professor Pōia Rewi from the University of Otago that seeks to understand the value of te reo Māori and how it contributes to New Zealand society (see page 47)
- a new course, Māori Cultural Practices for Professionals, through Victoria's Te Kawa a Māui to help participants better engage with Māori communities and stakeholders (see page 34).

	2013 Actual	2013 Target
Fulfil the responsibilities and obligations of the University under the Treaty of Waitangi		
Proportion of Māori academic staff	2.4%	2.5%
Proportion of Māori general staff	4.1%	4.0%
Number of staff serving on Māori advisory boards and/or committees	16	15



Supreme award winners of 2013 Victoria University Blues Awards. These annual awards, presented in partnership with Victoria University of Wellington Students' Association (VUWSA), acknowledge the wide-ranging achievements of students across many codes. From left: guest speaker and Victoria alumnus Melissa Moon, 2013 VUWSA President Rory McCourt, Māori Sportsperson of the Year Te Wehi Wright (rugby union and touch rugby), Sportsperson of the Year Samantha Lee (surf lifesaving and swimming), Sports Administrator of the Year Stacey Sharpe (netball), Vice-Chancellor Professor Pat Walsh and 2014 VUWSA President Sonya Clark.

Student Services Levy

The Student Services Levy is paid by all students in order to contribute to the development of a learning community, in which students can participate fully. The levy also improves services that can facilitate academic success and a positive experience.

The University offers a range of student services to support academic success. A few are fully levy-funded, some are partially funded by the levy and some are funded entirely from other sources. The levy enables some services to be offered without individual user charges. The Education (Freedom of Association) Amendment Act 2011 and the Education Amendment Act 2011, No. 66 (EAA66) were both passed in 2011. These two Amendments, in part, changed the framework within which tertiary institutions determine rates for the provision of student services.

The revenue from the levy can be used only for those services that fall within certain defined categories, as shown below.

The Student Services Levy made a small loss in 2013, although expenditure across service categories was largely in line with the original budget. The loss is offset by levy surpluses from previous years. Any surpluses made by the levy are ring-fenced to contribute to expenditure on the government-specified service categories in a subsequent year.

In 2013, an internal student studying 25 points or more was charged \$676 (GST inclusive) for the Student Services Levy.

Service category	Advocacy and legal advice	Careers information, advice and guidance	Counselling services and pastoral care	Employment information	Financial support and advice
Revenue	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
2013 Student Services Levy income	1,164	1,064	1,711	319	369
Income from other sources	325	35	309	19	91
Total income	1,489	1,099	2,020	338	460
Total expenditure	1,468	1,185	2,094	319	450
NET SURPLUS/(DEFICIT)	21	(86)	(74)	19	10

The activities and functions funded from the Student Services Levy under the Ministerial service categories are:

Advocacy and legal advice

Advocacy services delivered by the University manage a range of resolution activities in relation to student complaints, disputes, appeals, pastoral (including accommodation) issues and academic disputes. Under this Ministerial category, Victoria University of Wellington Students' Association (VUWSA) is also contracted to deliver an independent advocacy service and train and support class representatives and faculty delegates to ensure that students have a meaningful and independent voice at Victoria.

Careers information, advice and guidance

Career Services aims to increase the employability of Victoria students. Students are assisted to make study and career choices, receive course advice and complete assessment activities. Assistance is also provided with job applications, CVs and interview skills.

Counselling services and pastoral care

Victoria has a Counselling Service to support students so they can succeed both personally and academically. Other support services such as Te Pūhahi Atawhai and VUWSA provide a range of pastoral care such as peer mentoring and food-bank delivery.

Employment information

Victoria provides information on jobs through publications, career expos and employer/industry presentations and through an online service, CareerHub, that features study-related job vacancies and is currently used by over 9,000 students.

Financial support and advice

Victoria's Financial Support and Advice Service aims to remove the financial barriers to student achievement. As well as providing financial support and advice, the service administers a hardship fund and teaches financial literacy.

Health services

Victoria's Student Health Service aims to keep students healthy so that they can achieve well academically and better enjoy their time at the University. Disability Services works alongside students with temporary and ongoing impairments to ensure they are able to fully engage and achieve in their studies.

Media

VUWSA is contracted to publish and circulate the weekly *Salient* magazine, which is produced entirely by students, as well as continue to run the student radio station VBC, providing opportunities to enhance vocational skills and be part of a community alongside academic pursuits.

Childcare

Childcare Services provides 77 full-time-equivalent places for children of Victoria students at three centres. Those places are used by up to 200 students at any given time on a part-time basis.

Clubs and societies

Victoria offers a clubs and societies service to support the wide range of political, cultural, sports, faith-based and academic clubs and societies on campus. Assistance is provided to over 100 clubs and societies through the provision of meeting rooms, activity spaces and resources they can book and use, training programmes and advice on club financial management.

Sports, recreation and cultural activities

Recreation Services contribute to the wellbeing of Victoria students. Services operate largely from the Hub and the recreation centres at Kelburn and Pipitea campuses offering sports leagues, tailored fitness and other programmes, recreational facilities and venues for student events and activities.

Health services	Media	Childcare services	Clubs and societies	Sports, recreation and cultural activities	Total
\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
2,756	133	386	1,567	1,615	11,084
2,030	-	1,175	7	529	4,520
4,786	133	1,561	1,574	2,144	15,604
4,553	133	1,561	1,564	2,281	15,608
233	-	-	10	(137)	(4)

Financial information

2013 Financial overview

The financial surplus for the University and its controlled entities in 2013 was \$17.6 million, a 4.9 percent return on revenue. All of the University's Fiscal Strategy targets were met and in some cases exceeded, an achievement that reflects the ongoing financial strength of the University and its ability to manage resources prudently within a highly competitive domestic and international student market, and within a restrained funding environment.

The financial surplus was attained in the context of sound domestic student demand, but challenging international student numbers. The financial impact of the shortfall in international students was offset by a sizeable increase in PBRF revenue. This arose from the excellent results Victoria achieved in the 2012 PBRF Quality Evaluation, coupled with an increase in postgraduate student completions. Further contributory factors to the positive result were a strong contribution from the Victoria University of Wellington Foundation (the University's fundraising arm), as well as restrained operating spend in the last quarter of the year. Overall, the University continues to demonstrate financial sustainability and strength leading into 2014.

Trend statement

Summarised below are some of the key financial measures and trends for the University Group over the last five years.

	2009	2010	2011	2012	2013
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Financial performance					
Total revenue	313,159	332,262	336,798	349,163	357,902
Surplus for the year	12,803	18,529	14,514	18,780	17,613
(Decrease) in revaluation reserve	(13,826)	(1,251)	-	(19,700)	-
Total comprehensive income/(loss) for the year	(1,023)	17,278	14,514	(920)	17,612
Financial position					
Total current assets	61,501	64,030	65,144	63,812	74,811
Total non-current assets	637,355	659,068	681,436	681,467	682,144
Total assets	698,856	723,098	746,580	745,279	756,955
Total current liabilities	63,165	65,008	69,875	74,389	70,866
Total non-current liabilities	48,233	53,354	57,747	52,852	50,438
Total liabilities	111,398	118,362	127,622	127,241	121,304
Total community equity	587,458	604,736	618,958	618,038	635,651
Statistics					
Surplus to total revenue	4.1%	5.6%	4.3%	5.4%	4.9%
Surplus to total assets	1.8%	2.6%	1.9%	2.5%	2.3%
Current assets to current liabilities	97%	98%	93%	86%	106%
Assets to equity	119%	120%	121%	121%	119%

Summary of results versus Government financial measures

The University Group surplus of \$17.6 million, which includes the consolidated results of all subsidiaries and associates, was \$6.7 million above budget. This represents a return of 4.9 percent on revenue of \$358 million, and a 2.8 percent return on net assets of \$635 million. The consolidated result includes the contribution from the Victoria University of Wellington Foundation's fundraising activities (\$4 million).

If the contribution from fundraising is deducted, the remaining surplus of \$13.5 million represents an operating return on revenue of 3.9 percent, which is within the fiscal strategy range of 3.5 to 4.5 percent, and above the TEC minimum guideline of 3 percent.

The University's performance against the key TEC and Ministry of Education financial targets is summarised below:

Figure 1: TEC and Ministry of Education financial targets

MEASURE / OBJECTIVE	TARGET	2013 CONSOLIDATED UNIVERSITY ACTUAL
Maximum commercial debt borrowings	Borrowing limit of \$45m for 2013	\$37.5m
Net surplus (before abnormal items*) as % of total revenue	Not less than 3%	4.5%*
Cash ratio [operating cash receipts/operating cash payments]	At least 111%	117%
Debt to debt plus equity ratio [debt includes: bank overdrafts, current portions of term loans, less cash balances and short-term liquid investments]	Not to exceed 15%	6%
Interest cover ratio [EBIT to interest]	No less than three times	19.3
Debt cover ratio [long-term debt to EBITDA]	No more than two times	0.7

* Return on revenue excludes \$1.45m of insurance proceeds, which is considered an 'abnormal item' for TEC reporting purposes.

University Fiscal Strategy

The University Fiscal Strategy approved by Council in 2010 sets overall targets for the financial performance of the University. These targets were set at a level to ensure the institution operates in a financially responsible manner, efficiently uses its resources, provides for strategic expenditure and maintains the long-term viability of the institution.

As can be seen in Figure 2 below, the University met all of these fiscal targets, and as a result of the inclusion of the Foundation, slightly exceeded the targets for return on revenue and return on net assets.

Figure 2: University Fiscal Strategy financial targets

MEASURE / OBJECTIVE	TARGET	2013 CONSOLIDATED UNIVERSITY ACTUAL
Return on revenue [surplus as a percentage of total revenue]	3.5%–4.5%	4.9%
Return on net assets (equity) [surplus as a % of net assets]	1.5%–2.5%	2.8%
Liquid ratio [cash plus accounts receivable : accounts payable]	1:1	2:1
Asset management [percentage of capital expenditure/depreciation]	Should be at least equal to depreciation	103%
Debt management [percentage of borrowing/total assets]	Should be lower than 20%	5.0%
Debt management [interest expense/operating surplus before interest]	Should be less than 33%	5.2%

Income and expenditure analysis

The University parent surplus (excluding the Foundation and other subsidiaries and associates) was \$15.9 million, \$6.9 million favourable to budget. This was a strong result considering the decline in international student revenue compared with budget (\$2.4 million). Domestic student tuition revenue was slightly above budget.

Lower international student revenue was offset by an increase in PBRF income (a component of government grants). This arose from the excellent results Victoria achieved in the 2012 PBRF Quality Evaluation, an increase in postgraduate student completions and stronger than expected research revenues. Commercial and other income increased due to greater focus on commercial engagement and the increased provision of student accommodation.

Overall costs were above budget due to the offsetting costs from higher research, commercial and other income. However, considerable restraint was shown by faculties and central services to hold costs at close to previous year levels.

In addition, the University's surplus was boosted by favourable movements in the actuarial valuation of retirement and long service leave obligations to staff, as well as unbudgeted insurance proceeds.

Capital expenditure

The University manages its funding and operating cost base to ensure there is continued capacity for planned strategic investment in core plant, equipment and facilities, and this capital programme made excellent progress in 2013, in particular the University's upgrade to its Kelburn campus. The Campus Hub project was completed in early 2013, with the opening of the new central building providing new social spaces for students, alongside the refurbishment of the Library and Student Union Building, and creation of new outdoor areas. The new development has created a vibrant heart to the Kelburn campus.

In addition to the Student Hub, investment continued to be made in core IT equipment, Library resources and scientific equipment. Total capital expenditure for the year was \$37.4 million versus a budget of \$40.5 million.

Notwithstanding the challenging funding environment in which the University must operate, the University has solid asset backing, with total assets of \$757 million and a relatively low debt burden in the form of a flexible bank loan facility of \$45 million.

Subsidiaries and associates


The University Group includes a number of controlled entities and associates, the most significant of which are the Research Trust, Victoria Link Limited (the commercialisation arm of the University) and the Victoria University of Wellington Foundation Trust (the Charitable Trust which supports University fundraising).

The Research Trust of Victoria University of Wellington recorded a deficit of \$1.2 million for the year. The Research Trust was established to generate research income on behalf of the University, and to administer spending on research projects and postgraduate scholarships. As research projects often span one or more years, the surplus or deficit generated by the Trust in any year can fluctuate due to the timing of funding brought into the Trust, and the corresponding outflow of expenditure on research projects. External research income (including funding for postgraduate scholarships) generated directly in the Research Trust in 2013 was \$21.4 million, a reduction of \$4.5 million compared to 2012. This downturn in external research income was anticipated in the Research Trust's 2013 budget, reflecting the constrained research funding environment in New Zealand, and the inherent challenges in generating new external research funding streams. It is anticipated that in 2014 research revenues will rise, boosted in part by the establishment of two new Research Institutes at the University (see Note 19 of the Financial Statements on events subsequent to balance date).

Victoria Link Limited recorded a deficit of \$1 million, most of which resulted from the write down of one of the Group's projects.

Conclusion

The University achieved a positive financial result in 2013, reflecting the excellent PBRF performance, strong fundraising and prudent management of expenditure. While this is pleasing, the outlook for 2014 is challenging. Government EFTS funding rates for all subjects (except Science and Engineering) remain unchanged from 2012. Government restrictions on course fees also require Victoria University to charge lower fees than other universities for a range of popular subjects, and government research funding accessible to universities remains constrained. The ability to generate non-government income (particularly from international students) is hampered by the high New Zealand exchange rate (particularly in comparison with Australia, a competitor for international students), and the subdued global economy. Despite these challenges, the University is in a sound position to meet the wide range of strategic opportunities in the future.



Wayne Morgan
Chief Financial Officer

Statement of responsibility

The management of Victoria University of Wellington accepts responsibility for:

- the preparation of the annual Financial Statements and Statement of Service Performance and the judgements used in them; and
- establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of Council and management of Victoria University the Financial Statements and Statement of Service Performance for the financial year ended 31 December 2013 fairly reflect the financial position and operations of Victoria University and the group.



Ian McKinnon
Chancellor



Graeme Mitchell
Pro-Chancellor

24 March 2014

Audit report

Chartered Accountants



INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF
VICTORIA UNIVERSITY OF WELLINGTON AND GROUP'S
FINANCIAL STATEMENTS AND NON-FINANCIAL PERFORMANCE INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2013

The Auditor-General is the auditor of Victoria University of Wellington (the University) and group. The Auditor-General has appointed me, Stuart Mutch, using the staff and resources of Ernst & Young, to carry out the audit of the financial statements and non-financial performance information of the University and group on her behalf.

We have audited:

- the financial statements of the University and group on pages 83 to 106, that comprise the statement of financial position as at 31 December 2013, the statement of comprehensive income, statement of movements in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the non-financial performance information of the University and group in the statement of service performance on pages 62 to 73.

Opinion

In our opinion:

- the financial statements of the University and group on pages 83 to 106:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect the University and group's:
 - financial position as at 31 December 2013; and
 - financial performance and cash flows for the year ended on that date;
- the non-financial performance information of the University and group on pages 62 to 73 fairly reflects the University and group's service performance achievements measured against the performance targets adopted in the investment plan for the year ended 31 December 2013.

Our audit was completed on 24 March 2014. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities, and we explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements and non-financial performance information are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence readers' overall understanding of the financial statements and non-financial performance information. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements and non-financial performance information. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements and non-financial performance information, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the University and group's preparation of the financial statements and non-financial performance information that fairly reflect the matters to which they relate. We consider internal control in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the University and group's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Council;
- the adequacy of all disclosures in the financial statements and non-financial performance information; and
- the overall presentation of the financial statements and non-financial performance information.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and non-financial performance information. Also we did not evaluate the security and controls over the electronic publication of the financial statements and non-financial performance information.

We have obtained all the information and explanations we have required and we believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Council

The Council is responsible for preparing financial statements that:

- comply with generally accepted accounting practice in New Zealand; and
- fairly reflect the University and group's financial position, financial performance and cash flows.

The Council is also responsible for preparing non-financial performance information that fairly reflects the University and group's service performance achievements measured against the performance targets adopted in the investment plan.

The Council is responsible for such internal control as it determines is necessary to enable the preparation of financial statements and non-financial performance information that are free from material misstatement, whether due to fraud or error. The Council is also responsible for the publication of the financial statements and non-financial performance information, whether in printed or electronic form.

The Council's responsibilities arise from the Education Act 1989 and the Crown Entities Act 2004.

Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements and non-financial performance information and reporting that opinion to you based on our audit. Our responsibility arises from section 15 of the Public Audit Act 2001 and the Crown Entities Act 2004.

Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

In addition to the audit we have carried out the audit of the University and group's Performance Based Research Funding External Research Income return, which is compatible with those independence requirements. Other than the audit and this assignment, we have no relationship or interests in the University or any of its subsidiaries.



Stuart Mutch
Ernst & Young
On behalf of the Auditor-General
Wellington, New Zealand

Financial statements

Statement of comprehensive income for the year ended 31 December 2013

	Note	Consolidated			University		
		2013 Actual \$ 000	2013 Budget \$ 000	2012 Actual \$ 000	2013 Actual \$ 000	2013 Budget \$ 000	2012 Actual \$ 000
Revenue							
Government grants		153,994	151,522	151,639	151,292	148,638	148,732
Domestic tuition fees		77,067	76,915	72,986	76,102	75,677	71,951
International tuition fees		29,746	32,146	30,318	29,567	31,955	30,145
Research support		33,639	28,795	37,202	20,242	18,889	19,500
Commercial		12,216	10,180	10,568	11,438	9,976	10,271
Other student fees		34,784	31,890	28,836	32,050	29,044	26,018
Other revenue	1	16,456	12,695	17,614	6,749	4,111	5,824
Total revenue		357,902	344,143	349,163	327,440	318,290	312,441
Expenditure							
People	2	185,101	184,766	184,733	174,055	176,392	173,399
Occupancy	3	27,694	27,131	24,803	26,398	24,627	22,277
Operating	3	90,287	83,889	85,862	73,613	70,567	69,351
Interest expense		960	816	1,051	1,566	1,423	1,637
Depreciation and amortisation		36,234	36,646	33,944	35,912	36,326	33,522
Total expenditure		340,276	333,248	330,393	311,544	309,335	300,186
Share of associates' surplus/(deficit)	11	(13)	-	10	-	-	-
Surplus		17,613	10,895	18,780	15,896	8,955	12,255
Other comprehensive income							
Decrease in revaluation reserve	9	-	-	(19,700)	-	-	(19,700)
Total comprehensive income		17,613	10,895	(920)	15,896	8,955	(7,445)

The Statement of Accounting Policies and the Notes to the Financial Statements on pages 88–106 form part of, and should be read in conjunction with, this statement.

Statement of financial position

as at 31 December 2013

	Note	Consolidated			University		
		2013 Actual \$ 000	2013 Budget \$ 000	2012 Actual \$ 000	2013 Actual \$ 000	2013 Budget \$ 000	2012 Actual \$ 000
Current assets							
Cash and cash equivalents	5	26,394	36,223	23,035	11,749	18,694	13,761
Investments	6	27,311	21,703	23,209	-	398	398
Accounts receivable and accruals	7	8,932	8,205	4,093	6,311	5,982	5,002
Pre-paid expenses		9,983	8,371	12,061	9,845	7,193	10,284
Other current assets	8	2,191	623	1,414	71	83	61
Total current assets		74,811	75,125	63,812	27,976	32,350	29,506
Non-current assets							
Property, plant and equipment	9	673,838	694,006	674,739	672,835	691,441	673,128
Intangibles	10	8,003	6,083	6,033	7,913	6,035	6,030
Investments in related parties	11	303	1,591	695	2,856	2,811	2,581
Total non-current assets		682,144	701,680	681,467	683,604	700,287	681,739
Total assets		756,955	776,805	745,279	711,580	732,637	711,245
Current liabilities							
Accounts payable and accruals	12	33,512	32,980	29,024	29,123	28,526	27,900
Revenue in advance	13	23,847	24,949	24,683	11,337	11,800	12,035
Related party borrowings	16	-	-	-	14,000	15,000	20,500
Employee entitlements	14	13,507	13,004	15,682	13,369	12,931	15,541
Bank borrowings	15	-	-	5,000	-	-	5,000
Total current liabilities		70,866	70,933	74,389	67,829	68,257	80,976
Non-current liabilities							
Employee entitlements	14	12,938	15,020	12,852	12,938	14,990	12,852
Bank borrowings	15	37,500	45,000	40,000	37,500	45,000	40,000
Total non-current liabilities		50,438	60,020	52,852	50,438	59,990	52,852
Total liabilities		121,304	130,953	127,241	118,267	128,247	133,828
Community equity							
Retained earnings		345,341	335,841	327,728	303,003	294,379	287,107
Reserves		290,310	310,011	290,310	290,310	310,011	290,310
Total community equity		635,651	645,852	618,038	593,313	604,390	577,417
Total liabilities and community equity		756,955	776,805	745,279	711,580	732,637	711,245

The Statement of Accounting Policies and the Notes to the Financial Statements on pages 88–106 form part of, and should be read in conjunction with, this statement.

Statement of movements in equity

for the year ended 31 December 2013

	Consolidated			University		
	2013	2013	2012	2013	2013	2012
	Actual	Budget	Actual	Actual	Budget	Actual
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Community equity at start of the year	618,038	634,957	618,958	577,417	595,432	584,862
Surplus for the year	17,613	10,895	18,780	15,896	8,955	12,255
Other comprehensive income						
Increase/(decrease) in revaluation reserve	0	-	(19,700)	0	-	(19,700)
Community equity at end of the year	635,651	645,852	618,038	593,313	604,387	577,417
Community equity attributed to Equity holders of the parent	635,651	645,852	618,038	593,313	604,387	577,417

Community equity represented by:

	Consolidated			University		
	2013	2013	2012	2013	2013	2012
	Actual	Budget	Actual	Actual	Budget	Actual
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Accumulated funds						
Opening balance	327,728	324,946	308,948	287,107	285,421	274,852
Surplus for the year	17,613	10,895	18,780	15,896	8,955	12,255
Closing balance	345,341	335,841	327,728	303,003	294,376	287,107
Asset revaluation reserve						
Opening balance	290,310	310,011	310,010	290,310	310,011	310,010
Increase/(decrease) in revaluation reserve	0	-	(19,700)	0	-	(19,700)
Closing balance	290,310	310,011	290,310	290,310	310,011	290,310
Community equity at end of the year	635,651	645,852	618,038	593,313	604,387	577,417

The Statement of Accounting Policies and the Notes to the Financial Statements on pages 88–106 form part of, and should be read in conjunction with, this statement.

Statement of cash flows

for the year ended 31 December 2013

	Note	Consolidated			University		
		2013	2013	2012	2013	2013	2012
		Actual	Budget	Actual	Actual	Budget	Actual
		\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Operating activities							
<i>Cash was provided from</i>							
Government grants, revenue from fees and other revenue		348,905	337,983	338,501	327,460	317,193	309,571
Interest		458	1,504	1,087	534	384	676
Dividends		79	-	793	26	-	26
Cash donations		5,525	5,000	8,104	556	800	1,238
		354,967	344,487	348,485	328,576	318,377	311,511
<i>Cash was applied to</i>							
Employees		185,981	184,465	182,387	174,956	172,417	170,846
Suppliers		115,217	111,197	113,072	102,018	98,342	91,788
Interest paid		960	816	1,051	1,566	1,423	1,022
		302,158	296,478	296,510	278,540	272,182	263,656
Net cash flows from operating activities		52,809	48,009	51,975	50,036	46,195	47,855
Investing activities							
<i>Cash was provided from</i>							
Sales of investments		-	(934)	17,895	-	(250)	-
		-	(934)	17,895	-	(250)	-
<i>Cash was applied to</i>							
Purchase of assets		38,735	36,107	56,243	37,650	35,501	53,102
Purchase of investments		3,215	-	24,368	398	-	-
		41,950	36,107	80,611	38,048	35,501	53,102
Net cash flows from investing activities		(41,950)	(37,041)	(62,716)	(38,048)	(35,751)	(53,102)
Financing activities							
<i>Cash was provided from</i>							
Bank borrowings		37,500	45,000	39,000	37,500	45,000	39,000
Advance from intercompany		-	-	-	-	-	6,500
		37,500	45,000	39,000	37,500	45,000	45,500
<i>Cash was applied to</i>							
Repayment of bank borrowings		45,000	45,000	39,000	45,000	45,000	39,000
Repayment of intercompany advance		-	-	-	6,500	2,000	1,000
		45,000	45,000	39,000	51,500	47,000	40,000
Net cash flows from financing activities		(7,500)	-	-	(14,000)	(2,000)	5,500
Net cash flows for the year		3,359	10,968	(10,741)	(2,012)	8,444	253
Add cash at start of year		23,035	25,255	33,776	13,761	10,250	13,508
Cash at end of the year	5	26,394	36,223	23,035	11,749	18,694	13,761

The Statement of Accounting Policies and the Notes to the Financial Statements on pages 88–106 form part of, and should be read in conjunction with, this statement.

Reconciliation of surplus to net cash flow from operating activities

for the year ended 31 December 2013

	Consolidated		University	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Surplus	17,613	18,780	15,896	12,255
Add/(less) changes in working capital items				
Decrease/(increase) in accounts receivable	(2,928)	1,360	(1,142)	(241)
Decrease/(increase) in pre-paid expenses	2,070	(3,338)	439	(1,937)
Increase/(decrease) in accounts payable	2,484	(1,828)	965	1,315
Increase/(decrease) in pre-paid revenue	(837)	(794)	(606)	553
Increase/(decrease) in employee entitlements	(1,419)	2,241	(1,513)	2,286
Net movements in working capital items	(630)	(2,359)	(1,857)	1,976
Add non-cash items				
Depreciation and amortisation	36,234	33,944	35,912	33,522
Other non-cash items	(1,386)	1,210	-	-
Add/(less) movements in non-current assets and liabilities				
Net (gain)/loss on asset disposal	1,648	295	659	7
Increase/(decrease) in employee entitlements	(670)	105	(574)	95
Net movements in non-cash items	35,826	35,554	35,997	33,624
Net cash inflow from operating activities	52,809	51,975	50,036	47,855

Notes to the financial statements

Note 1—Other revenue

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
Donations	5,525	8,104	556	1,283
Investment income	2,384	2,000	26	26
Gain/(Loss) on sale of property, plant and equipment	95	120	73	-
Interest income	1,075	1,212	533	676
Scholarships	858	1,110	-	225
Insurance proceeds	1,450	-	1,450	-
Sundry income	5,069	5,068	4,111	3,614
	16,456	17,614	6,749	5,824

Donations received include \$4.8m (2012: \$6.8m) of funds received by the Victoria University of Wellington Foundation Trust, the fundraising arm of the University. In addition, donations include funds provided by the Victoria University of Wellington Students' Association Trust for ongoing renovation of the Kelburn campus of \$Nil (2012: \$0.8m).

The consolidated investment income includes gains on financial assets at fair value through profit and loss of \$1.4m and dividends received of \$0.9m. These items are attributable to the Victoria University of Wellington Foundation Trust and Victoria Link Limited (2012: \$1.2m and \$0.7m respectively).

The interest amount is predominantly income from cash which is surplus to immediate requirements and which has been invested on call or on short-term deposits. In 2013, interest rates have been between 2.50 percent and 2.55 percent (2012: 2.50 percent to 2.55 percent).

Note 2—People

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
Salaries	175,165	171,622	164,439	160,637
Contractors	2,735	2,991	2,703	2,917
Entitlements	7,201	10,120	6,913	9,845
	185,101	184,733	174,055	173,399

Note 3—Occupancy and operating costs

	Consolidated		University	
	2013	2012	2013	2012
The following items are included within occupancy and operating expense:	\$ 000	\$ 000	\$ 000	\$ 000
Audit fees: Ernst & Young	299	286	180	196
Other fees paid to the auditors for PBRF	16	26	26	26
Internal audit and other fees to other providers	249	180	249	180
Property leases	9,970	6,558	9,288	6,266
IT leases	2,420	2,486	2,352	2,385
Losses on disposal of property, plant and equipment	1,822	7	831	7
Increase/(decrease) to provision for doubtful debts	1	-	-	-
Information technology	3,925	4,669	3,560	4,370
Grants and scholarships	24,850	24,985	28,058	26,237
Insurance	3,987	4,026	3,816	3,808
Travel and accommodation	11,890	10,700	5,001	4,597
	59,429	53,923	53,361	48,072

Note 4—Financial instruments

The accounting policies for financial instruments have been applied to the line items below:

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
FINANCIAL ASSETS				
Loans and receivables				
Cash and cash equivalents	26,394	23,035	11,749	13,761
Debtors and other receivables	8,932	4,093	6,311	5,002
Investments	88	277	-	152
Other current assets	2,191	1,660	71	307
	37,605	29,065	18,131	19,222
At fair value through profit or loss				
Fixed interest securities funds	13,720	12,625	-	-
International managed funds	8,165	4,663	-	-
Australian equity securities	3,838	4,373	-	-
Unlisted shares	1,500	1,025	-	-
	27,223	22,686	-	-
FINANCIAL LIABILITIES				
Financial liabilities at amortised cost				
Accounts payable excluding employee entitlements	28,507	26,184	24,381	25,210
Bank borrowings	37,500	45,000	37,500	45,000
Related party borrowings	-	-	14,000	20,500
	66,007	71,184	75,881	90,710

Financial risk management objectives and policies:

Unless otherwise stated the carrying value equates to fair value on all financial assets and liabilities.

MARKET RISK

Currency risk

The Group is exposed to foreign exchange risk for sales and purchases (typically library items and scientific equipment) denominated in a foreign currency. Wherever possible the University transacts in the functional currency, including the setting of fees for international students. The University and Group's policies require that foreign currency forward purchase contracts are used to limit the Group's exposure to movements in exchange rates on foreign currency denominated liabilities and purchase commitments above \$100,000, where the committed payment date is known and is within 12 months. The Group entered into multiple foreign exchange contracts during 2013 to mitigate any such risk, and held USD\$2.2m of forward exchange contracts at 31 December 2013 with a fair value of \$0.002m. These contracts are held to offset exchange rate risk on expected purchases in USD.

The Victoria University of Wellington Foundation holds \$11.5m of investments at fair value through profit and loss, which are invested in a range of foreign denominations. A 10 percent movement in the New Zealand dollar against all currencies would give rise to a \$1.1m gain or loss.

Price risk

The fair value of shares in listed companies and units in managed funds will fluctuate as a result of changes in market prices. Market prices for a particular share may fluctuate due to factors specific to the individual share or its issuer, or factors affecting all shares traded in the market. This price risk is managed by diversification of the portfolio. A 10 percent movement in the fair value of investments at fair value through profit and loss would give rise to a \$2.7m gain or loss.

LIQUIDITY RISK

Other than bank borrowings, all accounts payable are expected to be repaid within six months. No bank borrowings are repayable within 12 months. The University incurred interest expense of \$1.6m during 2013.

CREDIT RISK

Credit risk is the risk that a third party will default on its obligation to the University and Group, causing it to incur a loss. Due to the timing of its cash inflows and outflows, surplus cash is invested into term deposits which give rise to credit risk.

In the normal course of business, the University and Group is exposed to credit risk from cash and term deposits with banks, debtors and other receivables, government bonds, loans to subsidiaries, and derivative financial instrument assets. For each of these, the maximum credit exposure is best represented by the carrying amount.

The University and Group limits the amount of credit exposure to any one financial institution for term deposits to no more than 33 percent of total investments held. The group invests funds only with registered banks with high credit ratings and for a period not exceeding 181 days.

Investments held at fair value through profit and loss are managed by an external fund manager in a range of securities to diversify the risk.

The University and Group also transacts with its students. These transactions do not create a significant credit risk as students have no concentration of credit because of the relatively low value of individual student transactions. The University and Group also transacts with the Crown. These transactions do not create a significant credit risk.

The University and Group holds no collateral or other credit enhancements for financial instruments that give rise to credit risk.

CAPITAL MANAGEMENT

The University and Group's capital is its equity, which comprises general funds, property valuation reserves and fair value through comprehensive income reserves. Equity is represented by net assets.

The University and Group is subject to the financial management and accountability provisions of the Education Act 1989, which includes restrictions in relation to: disposing of assets or interests in assets; ability to mortgage or otherwise charge assets or interests in assets; granting leases of land or buildings or parts of buildings; and borrowing.

The University and Group manages its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community. The University and Group's equity is largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments and general financial dealings.

The objective of managing the University and Group's equity is to ensure that it effectively and efficiently achieves the goals and objectives for which it has been established, while remaining a going concern.

Note 5—Cash and cash equivalents

From time to time during the year, cash that was surplus to immediate requirements was invested at call or on short-term deposit. Short-term deposits involved investing for periods of up to three months during 2013. If required, these short-term deposits can be converted to cash overnight. The carrying amounts of cash and cash equivalents represent fair values.

	Consolidated		University	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Cash at bank	6,252	5,435	4,879	1,781
Bank on call deposits	9,316	13,981	6,870	11,980
Short-term deposits	10,826	3,619	-	-
Total cash and cash equivalents	26,394	23,035	11,749	13,761
Including:				
Funds held by controlled trusts*	8,779	8,471	-	-
Restricted funds and bequests	6,965	9,928	6,965	9,928

* Restrictions have been placed on the use of these funds by the donors and they will be used for specified purposes. Until the University fulfils the donor's request, the funds are held in Trust.

While details vary significantly, the rules normally provide for the payment of prizes and scholarships, for example, to be made from income. For each bequest and donation there are rules that determine whether or not unspent income is to be capitalised in whole, in part or not at all. In addition, the University receives money for payment of sponsored awards, prizes or scholarships; the winners of these awards are normally selected by competition.

Due to the level of control exercised by the University, bequests and donations received on trust for particular purposes and administered by the University are included in the consolidated financial statements.

Note 6—Investments

	Consolidated		University	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Federated Superannuation Systems for Universities (FSSU):				
FSSU advances (loans and receivables)	-	152	-	152
Shares and convertible notes	-	7	-	7
Investment in companies:				
New Zealand Synchrotron Group Limited	-	239	-	239
Loans to staff	88	125	-	-
Other investments:				
Investments at fair value through profit or loss	27,223	22,686	-	-
	27,311	23,209	-	398

Federated Superannuation Systems for Universities

Since 1979 the University has been a trustee (in conjunction with the University of Auckland) in a registered superannuation scheme, Federated Superannuation Systems for Universities (FSSU), which does not form part of the Group. In 2013, FSSU was wound up. The underlying basis of this scheme is life insurance policies on the lives of the members of the scheme. As many of these policies were with UK resident insurers they are subject to the Foreign Investment Fund (FIF) tax regime that came into effect on 1 April 1993. The trustees are liable for the FIF tax in the first instance and have put arrangements in place to recover the tax advances when proceeds become available on maturity in accordance with the Trust Deed. To cover such payments, the universities advance funds to FSSU to settle the commitments until the life policies mature or until a member retires with interest charged at the fringe benefit tax rate. Interest is accrued on these advances at market rates.

Note 6—Investments (continued)

New Zealand Synchrotron Group Limited

The University acquired 9.04 percent shareholding in New Zealand Synchrotron Group Limited (NZSGL) in February 2007 at a cost of \$92,638 and an additional call in October 2008 at a cost of \$146,145. NZSGL has a 31 December balance date. This investment was written down in 2013.

Staff loans

Loans were granted to the value of \$87,500 to enable selected staff members to purchase shares in an associate company. Loans are interest bearing and are payable on demand. Loans are unsecured.

Other investments

Other investments includes investment in shares, managed funds, government stock and other fixed interest securities of various New Zealand and offshore entities. The Australian equities and fixed interest securities are instruments quoted on an active market. The international managed funds are valued using a valuation technique where the majority of inputs are quoted in an active market. All other investments are recognised at fair value through the surplus within the Statement of Comprehensive Income. By investing in these various entities, concentration of credit risk is minimised whilst maximising return in a manner consistent with the Group's investment policies.

	Consolidated	
	2013	2012
	\$ 000	\$ 000
Investments quoted in an active market (level 1):		
Australasian equity instruments	3,838	4,373
Fixed interest instruments	13,720	12,625
International managed funds	8,165	4,663
Investments where inputs for the asset or liability are not based on observable market data* (level 3):		
Equity instruments	1,500	1,025
	27,223	22,686

* The value is determined using observable price data and other relevant models used by market participants.

Note 7—Accounts receivable

	Consolidated		University	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Receivables	8,294	4,084	6,330	5,031
Less: provision for doubtful debts	(63)	(64)	(59)	(59)
Other	701	73	40	30
	8,932	4,093	6,311	5,002

Ageing of receivables

	Consolidated		University	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Current	7,510	2,296	5,546	3,818
1 to 30 days	481	1,029	481	846
31 to 60 days	207	462	207	328
61 to 90 days	4	100	4	5
> 91 days	92	197	92	34
	8,294	4,084	6,330	5,031

Related party receivables

For amounts, terms and conditions of related party receivables refer to note 16.

Note 8—Other current assets

	Consolidated		University	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Inventory	75	69	71	61
Research—work in progress	2,116	1,345	-	-
	2,191	1,414	71	61

Note 9—Property, plant and equipment

Consolidated

	Land \$ 000	Buildings & improvements \$ 000	Computers & networks \$ 000	Plant & equipment \$ 000	Art collection & heritage \$ 000	Capital work in progress \$ 000	Total \$ 000
Cost and valuation							
As at 1 January 2012	89,382	482,507	32,746	74,493	69,023	38,489	786,640
Additions	679	9,209	4,192	6,287	6,974	23,367	50,708
Disposals	-	-	(3,154)	(3,005)	-	-	(6,159)
Valuation movement	4,269	(60,841)	-	-	-	-	(56,572)
Reclassifications	-	(25)	-	25	-	-	-
Balance as at 31 December 2012	94,330	430,850	33,784	77,800	75,997	61,856	774,617
Additions	-	58,302	5,347	7,903	7,161	688	79,401
Disposals	-	-	(5,058)	(4,824)	-	(46,477)	(56,359)
Valuation movement	-	-	-	-	-	-	-
Reclassifications	-	-	-	(145)	-	-	(145)
Balance as at 31 December 2013	94,330	489,152	34,073	80,734	83,158	16,067	797,514
Depreciation and impairment							
As at 1 January 2012	-	31,384	21,050	35,973	23,964	-	112,371
Depreciation for the year	-	13,468	5,470	7,806	4,489	-	31,233
Disposals	-	-	-	-	-	-	-
Reclassifications	-	(7)	(3,154)	(3,651)	-	-	(6,812)
Transfers	-	(7)	-	7	-	-	-
Valuation movement	-	(36,914)	-	-	-	-	(36,914)
Balance as at 31 December 2012	-	7,925	23,366	40,135	28,453	-	99,879
Depreciation for the year	-	15,377	4,955	7,791	5,191	-	33,314
Disposals	-	-	(5,051)	(4,458)	-	-	(9,509)
Reclassifications	-	-	-	(8)	-	-	(8)
Transfers	-	-	-	-	-	-	-
Valuation movement	-	-	-	-	-	-	-
Balance as at 31 December 2013	-	23,302	23,270	43,460	33,644	-	123,676
Net book value							
As at 1 January 2012	89,382	451,123	11,696	38,520	45,059	38,489	674,269
As at 31 December 2012	94,330	422,925	10,418	37,665	47,544	61,856	674,738
As at 31 December 2013	94,330	465,850	10,803	37,274	49,514	16,067	673,838

	University						
	Land	Buildings & improvements	Computers & networks	Plant & equipment	Art collection & heritage	Capital work in progress	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Cost and valuation							
As at 1 January 2012	89,382	482,507	32,513	73,067	69,023	38,486	784,978
Additions	679	9,209	4,191	5,717	6,969	22,839	49,604
Disposals	-	-	(3,154)	(3,005)	-	-	(6,159)
Valuation movement	4,269	(60,841)	-	-	-	-	(56,572)
Reclassifications	-	(25)	-	25	-	-	-
Balance as at 31 December 2012	94,330	430,850	33,550	75,804	75,992	61,325	771,851
Additions	-	58,302	5,338	7,672	7,161	688	79,161
Disposals	-	-	(5,058)	(4,824)	-	(45,948)	(55,830)
Valuation movement	-	-	-	-	-	-	-
Reclassifications	-	-	-	(145)	-	-	(145)
Balance as at 31 December 2013	94,330	489,152	33,830	78,507	83,153	16,065	795,037
Depreciation and impairment							
As at 1 January 2012	-	31,384	20,854	35,296	23,964	-	111,498
Depreciation for the year	-	13,468	5,449	7,440	4,489	-	30,846
Disposals	-	-	-	-	-	-	-
Reclassifications	-	(7)	(3,154)	(3,547)	-	-	(6,708)
Transfers	-	(7)	-	7	-	-	-
Valuation movement	-	(36,914)	-	-	-	-	(36,914)
Balance as at 31 December 2012	-	7,925	23,149	39,196	28,453	-	98,723
Depreciation for the year	-	15,377	4,937	7,492	5,190	-	32,996
Disposals	-	-	(5,051)	(4,458)	-	-	(9,509)
Reclassifications	-	-	-	(8)	-	-	(8)
Transfers	-	-	-	-	-	-	-
Valuation movement	-	-	-	-	-	-	-
Balance as at 31 December 2013	-	23,302	23,035	42,222	33,643	-	122,202
Net book value							
As at 1 January 2012	89,382	451,123	11,659	37,771	45,059	38,486	673,480
As at 31 December 2012	94,330	422,925	10,401	36,608	47,539	61,325	673,128
As at 31 December 2013	94,330	465,850	10,795	36,285	49,510	16,065	672,835

Note 9—Property, plant and equipment (continued)

	University	
	2013	2012
	\$ 000	\$ 000
Asset revaluation reserve		
Land	81,255	81,255
Buildings & infrastructure	209,055	209,055
Total	290,310	290,310

Land, buildings and infrastructure assets were independently valued as at 1 December 2012 by Mr P Todd, registered valuer with Darroch Limited and a member of the New Zealand Institute of Valuers.

Land

The valuation of land occupied by non-residential buildings (ie. the campuses) takes into account various aspects including zoning, title implications, alternate uses, subdivision and development potential. Whereas the valuation of land occupied by residential properties uses a market approach which is the estimated price for the land should an exchange occur between a willing buyer and willing seller in an arm's-length transaction.

Buildings & Infrastructure

Non-residential buildings are for the purposes of the valuation deemed to be 'specialised assets'. Specialised assets are valued using the optimised depreciated replacement cost which is based on the replacement construction costs which is intended to reflect current materials and technology which provide the same level of utility as present assets. Residential buildings and properties located in the Wellington CBD are valued based on the market value which is the estimated price for the land should an exchange occur between a willing buyer and willing seller in an arm's-length transaction. As part of the revaluation process, the independent valuer provided the Group with an estimation of useful lives.

Infrastructure assets include retaining walls, roading, paving, water supply, sewerage/drainage systems, gas systems, underground cabling and electricity systems. The valuation placed on the infrastructure assets was based on their optimised depreciated replacement cost. As part of the revaluation process, the independent valuer provides the Group with an estimation of useful lives.

General

Under the Education Act 1989, the University is required to obtain prior consent of the Ministry of Education to dispose of or sell assets where the value of those assets exceeds an amount determined by the Minister of Education. There were no such disposals made in 2013 (2012: \$Nil).

The carrying amounts of all property, plant and equipment are reviewed on an ongoing basis. Any impairment in value is recognised immediately.

Note 10—Intangibles (IT software)

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
Cost and valuation				
Opening balance	15,300	15,265	15,166	15,078
Additions	5,188	2,910	5,044	2,909
Disposals	(2,024)	(2,875)	(1,970)	(2,821)
Closing balance	18,464	15,300	18,240	15,166
Accumulated amortisation and impairment				
Opening balance	9,267	9,381	9,136	9,281
Amortisation for the year	2,953	2,711	2,916	2,676
Disposals	(1,759)	(2,825)	(1,725)	(2,821)
Closing balance	10,461	9,267	10,327	9,136
Net book value	8,003	6,033	7,913	6,030

Note 11—Investment in related parties

Name	Percentage owned	Balance date	Principal activity
Controlled trusts			
Victoria University of Wellington Foundation	100	31 Dec	Fundraising for the University
Research Trust of Victoria University of Wellington	100	31 Dec	Conducts academic research
Victoria University of Wellington Art Collection Funding Trust	100	31 Dec	Supports the University's art collection
VUW School of Government Trust	100	31 Dec	Provides research and education
Subsidiaries			
Te Puni Village Limited	100	31 Dec	Provides student accommodation
Victoria Link Limited	100	31 Dec	Commercialisation of research
iPredict Limited	100	31 Dec	Operates a predictions market
Predictions Clearing Limited	100	31 Dec	Manages trust funds
Wetox Limited	95	31 Dec	Develops waste-water treatment technology
Associates			
Library Consortium of New Zealand Limited	25	31 Dec	Provides library IT support services
Fiero Interactive Limited	40	31 Dec	Conducts software development
Crablink Limited	40	31 Dec	Conducts software development
Joint ventures			
New Zealand School of Music Limited**	50	31 Dec	Teaching and research relating to music

** The University acquired 50 percent shareholding in New Zealand School of Music Limited (NZSM) on 1 January 2006 at a cost of \$250,000. NZSM has a 31 December balance date. NZSM provides educational products to students majoring in music. The Group's share of assets and liabilities employed in the jointly controlled operation is included in the consolidated Statement of Financial Position, in accordance with the Statement of Accounting Policies.

The University's share of the financial statements from associates and the joint venture is presented below as at 31 December 2013.

	Associates		Joint venture	
	2013 \$ 000	2012 \$ 000	2013 \$ 000	2012 \$ 000
Current assets	1,189	3,809	1,684	1,797
Non-current assets	22	170	830	798
Total assets	1,211	3,979	2,514	2,595
Current liabilities	520	1,347	526	420
Non-current liabilities	-	-	25	82
Total liabilities	520	1,347	551	502
Net assets	691	2,632	1,963	2,093
Revenue	1,213	3,666	4,134	4,309
Expenses	(1,265)	(3,684)	(4,263)	(4,150)
Net surplus/(deficit) of associates	(52)	(18)	(129)	159

Any capital commitments and contingent liabilities arising from the Group's interest in the joint venture are disclosed in notes 17 and 18 respectively.

Note 12—Accounts payable and accruals

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
Accounts payable	8,414	9,208	6,765	8,603
Contract retentions	749	599	749	599
Deposits held on behalf of students	2,639	1,664	2,639	1,664
Employee entitlements	3,481	1,976	3,394	1,915
Goods and Services Tax	1,525	864	1,348	775
Other accruals	16,704	14,713	14,228	14,344
	33,512	29,024	29,123	27,900

Related party payables

For amounts, terms and conditions of related party payables refer to note 16.

Note 13—Revenue in advance

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
Pre-paid tuition fees	6,872	7,147	6,654	6,815
Pre-paid government grants	231	80	230	80
Deferred revenue	8,286	8,360	-	-
Other revenue in advance	8,458	9,096	4,453	5,140
	23,847	24,683	11,337	12,035

Note 14—Employee entitlements

	Consolidated		University	
	2013	2012	2013	2012
	\$ 000	\$ 000	\$ 000	\$ 000
Current liabilities				
Annual leave	11,510	11,361	11,372	11,220
Retiring & long service leave	1,997	4,321	1,997	4,321
Balance at end of the year	13,507	15,682	13,369	15,541
Non-current liabilities				
Retiring & long service leave	12,938	12,852	12,938	12,852
Balance at end of the year	12,938	12,852	12,938	12,852

The retiring, long service and sick leave was independently assessed as at 31 December 2013 by Mr Charles Hett MA FNZSA, an actuary with Deloitte.

An actuarial valuation involves the projection, on a year-by-year basis, of the long service leave and retirement leave benefit payment, based on accrued services, in respect of current employees. These benefit payments are estimated in respect of their incidence according to assumed rates of death, disablement, resignation and retirement allowing for assumed rates of salary progression. Of these assumptions the discount, salary progression, retirement age and resignation rates are the most important. The projected cash flow is then discounted back to valuation date at the valuation discounted rates.

The discount rate applied was a single rate of 4.75 percent (2012: 4.34 percent to 6.11 percent).

The salary projections assume a 2 percent increase every year (2012: 2 percent), and the valuation model assumes an age-range of retirements of 55–69 years (2012: 50–65 years).

Resignation rates vary with age and the length of service and are reflective of the experience of company superannuation schemes of New Zealand. No explicit allowance has been made for redundancy.

Note 15—Bank borrowings

The University has an unsecured revolving borrowing facility with ANZ Bank with a maximum limit of \$45m. As at 31 December 2013 \$37.5m (2012: \$45m) of this facility had been drawn down. None of this facility is repayable within 12 months. Interest rates on borrowings are reset for a period not exceeding 180 days. The University's borrowing has been approved by the Minister of Education for the purposes of funding the University's long-term capital development programme. The University typically repays the entire facility during the first quarter of each year upon receipt of tuition revenues from students. Draw-down on the loan then occurs over the course of the second half of each year, as the loan is used to fund capital expenditure commitments.

Contracted maturity analysis:

The current loan facility with ANZ Bank has a contractual end date of 31 March 2016. The facility ceiling is capped at \$45m until 31 March 2015, and the ceiling then reduces by \$5m annually thereafter. Based on the current loan draw down of \$37.5m, the University would be obligated to repay \$37.5m on 31 March 2016. Over that period, annual future interest payments would be \$1.5m in 2014 and 2015, and \$0.4m in 2016, based on the floating rate on the instrument at balance date.

Note 16—Related party note

a) Transactions with key management personnel

Key management personnel represent Council members and staff in key strategic positions (including senior management reporting directly to the Vice-Chancellor).

	Consolidated & University	
	2013	2012
	\$ 000	\$ 000
Salaries and other short-term benefits	3,278	3,320
	3,278	3,320

Directors' fees paid to Directors of Victoria Link Limited totalled \$19,250 (2012: \$10,500).

Directors' fees paid to Directors of Wetox Limited totalled \$10,500 (2012: \$10,500).

Council member Victoria Heine is a Partner at Chapman Tripp. Fees paid in 2013 totalled \$11,707 (2012: 24,177).

There are close family members of key management personnel employed by the University and Group. The terms and conditions of those arrangements are no more favourable than the University and Group would have adopted if there were no relationship to key management personnel.

Significant transactions with government-related entities

The University and Group has received funding from the Crown of \$153,994,000 (2012: \$151,639,000) to provide educational services for the year ended 31 December 2013. In conducting its activities the University and Group is required to pay various taxes and levies (such as GST, FBT, PAYE and ACC levies) to the Crown and entities related to the Crown. The payment of these taxes and levies is based on the standard terms and conditions that apply to all tax and levy payers. The University is exempt from paying income tax. The University and Group purchases goods and services from entities controlled, significantly or jointly, by the Crown. Purchases from these government-related entities include postal services, electricity and air travel. All services are purchased on the standard terms and conditions that apply to all customers.

Note 16—Related party note (continued)

b) Related party transactions with subsidiaries, associates and jointly controlled entities

	2013	2012
	\$ 000	\$ 000
Victoria Link Limited		
Services provided by the University	1,267	1,909
Services provided for the University	762	59
Debtor for services provided by the University	352	177
Loan owing to the University	500	
Research Trust of Victoria University of Wellington		
Services provided by the University	37,392	37,681
Unsecured loans payable by the University	14,000	16,000
Debtor for services provided by the University	966	2,495
Debtor for services provided for the University	-	615
New Zealand School of Music Limited		
Services provided by the University	3,187	3,109
Services provided for the University	5,693	7,532
Debtor for services provided by the University	223	153
Debtor for services provided for the University	87	95
Library Consortium of New Zealand		
Services provided for the University	283	326
Creditor for services for the University	-	326
Victoria University of Wellington Foundation Trust		
Services provided by the University	-	-
Grants received by the University	1,524	1,070
Debtor for grants received by the University	377	29
School of Government Trust		
Unsecured loans payable by the University	-	4,500
Te Puni Village Limited		
Services provided by the University	2,156	2,135
Creditor for services provided by the University	198	338

No related party debts have been written off or forgiven during the period.

Sales to and purchases from related parties are made in arm's-length transactions both at normal market prices and on normal commercial terms.

Outstanding balances at balance date are unsecured, interest free and settlement occurs in cash.

Allowance for impairment loss on trade receivables

For the year ended 31 December 2013, the Group has not made any allowance for impairment loss relating to amounts owed by related parties as the payment history has been excellent (2012: \$Nil). An impairment assessment is undertaken each financial year by examining the financial position of the related party and the market in which the related party operates to determine whether there is objective evidence that a related party receivable is impaired. When such objective evidence exists, the Group recognises an allowance for the impairment loss.

Note 17—Commitments

Property, plant and equipment commitments

Detailed below are those projects for which firm commitments have been made at 31 December 2013. Commitments include planned maintenance costs and capital expenditure projects.

	2013	2012
	\$ 000	\$ 000
Total contracted projects	8,680	13,712

Non-cancellable leases and other commitments—the Group as lessee

The Group has entered into commercial leases on certain land and buildings (remaining terms of between 5.5 to 77 years), and equipment (average term of 3 years) with no renewal option included in the contracts. There are no restrictions placed upon the lessee by entering into these leases.

Future minimum rentals payable under non-cancellable operating leases as follows:

	2013	2012
	\$ 000	\$ 000
Due not later than one year	9,386	22,097
Due between one and two years	8,025	12,985
Due between two and five years	14,604	18,312
Due later than five years	29,529	15,944
	61,544	69,338

Note 18—Contingent liabilities

As at 31 December 2013 there are no contingent liabilities (2012:Nil).

Note 19—Events after balance date

Subsequent to balance date, two research teams transferred into the University from Callaghan Innovation Limited, a Crown Research Institute. The transfer of staff was completed on 6 January 2014, and the agreement was formalised on 3 February 2014, at which time the Ferrier and Robinson Research Institutes were formally established within the University Parent. The Ferrier Research Institute's principal activity is research in the field of carbohydrate chemistry, while the Robinson Research Institute conducts research in the field of superconductivity. Both institutes reside within the University Parent, and are not stand-alone legal entities.

Collectively these teams comprise 55 research staff who are now employees of the University. The University has committed to funding these institutes for three years. They have anticipated revenues of \$10.9m per annum, and total assets of \$16.3m. Over this initial three-year period the University does not anticipate the institutes will have a significant impact on the University's overall surplus.

Note 20—Statement of Accounting Policies

THE REPORTING ENTITY

Victoria University of Wellington (the University) is a Tertiary Education Institution (TEI) domiciled in New Zealand, and is governed by the Crown Entities Act 2004 and the Education Act 1989.

The University has designated itself, and the Consolidated Group (the Group), as public benefit entities for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

The financial statements of the University and Group for the year ended 31 December 2013 were authorised for issue in accordance with a resolution of the Victoria University of Wellington Council (the University Council) on 24 March 2014.

The primary purpose of the University and Group is to provide tertiary education services. This includes the advancement of knowledge by teaching and research, offering courses leading to a wide range of degrees, diplomas and certificates. It also makes research available to the wider community for mutual benefit, and provides research and scholarship for the purpose of informing the teaching of courses. These aspects are covered fully in the Statement of Service Performance.

BASIS OF PREPARATION

The accompanying Financial Statements are presented in accordance with Section 220 of the Education Act 1989, the Crown Entities Act 2004 and New Zealand Generally Accepted Accounting Practice (NZ GAAP).

These financial statements have been prepared in accordance with NZ GAAP. They comply with NZ IFRS, and other applicable financial reporting standards, as appropriate for public benefit entities.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements. The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

The accounting principles followed by the Group are those recognised as appropriate for the measurement and reporting of financial performance and financial position on a historical cost basis, with the exception that certain property, plant and equipment have been revalued.

The Group's financial statements are prepared on a consolidation basis, which involves adding together like items of assets, liabilities, equity, income, expenses and cash flows on a line-by-line basis. All significant intra-group balances, transactions, income and expenses are eliminated on consolidation. The Group's financial statements comprise the financial statements of the University, its subsidiaries, controlled and consolidated trusts, joint ventures and investments in associates as at 31 December each year. The joint venture is consolidated on a proportionate basis while the investments in associates are accounted for using the equity method. The principal activities of the subsidiaries, associates and share of joint ventures are further described in note 11. All significant inter-entity transactions have been eliminated on consolidation.

CHANGES IN ACCOUNTING POLICY

There have been no changes in accounting policies during the financial year.

In May 2013 the External Reporting Board advised that they had issued a package of new accounting standards; Standards for Tier 1 and Tier 2 Public Benefit Entities (PBE Standards). The PBE Standards consist of the following:

- the XRB A1 Accounting Standards Framework, which is the overarching standard that sets out the accounting standards framework;
- a suite of 39 PBE Standards; and
- the Public Benefit Entities (conceptual) Framework.

The PBE Standards are effective for reporting periods beginning on or after 1 July 2014. This means the University will transition to the PBE Standards in preparing its 31 December 2015 financial statements.

The majority of the PBE Standards are based on the International Public Sector Accounting Standards (IPSAS) developed by the International Public Sector Accounting Standards Board (IPSASB).

The University will perform a formal transition review during 2014. The University will be classified as a Tier 1 entity. The University anticipates the following items may have an impact:

- PBE IPSAS 1 Presentation of Financial Statements may cause presentation differences.
- PBE IPSAS 6 Consolidated and Separate Financial Statements may cause a change in the measurement basis for investments in controlled entities, jointly controlled entities and associates.
- PBE IPSAS 20 Related Party Disclosures may require fewer disclosures.
- PBE IPSAS 23 Revenue from Non-Exchange Transactions may cause a change to revenue recognition.

SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

In applying the University and Group's accounting policies, management continually evaluates judgements, estimates and assumptions based on experience and other factors, including expectations of future events that may impact on the Group. All judgements, estimates and assumptions made are believed to be reasonable, based on the most current set of circumstances available to management. Significant judgements, estimates and assumptions made by management in the preparation of these financial statements are outlined below:

- Valuation of land and building assets: management relies on the services of independent valuers to assess the carrying values of land and building assets and the remaining useful lives.
- Valuation of retirement, long service and sick leave entitlements: management relies on the services of an independent actuary to assess the carrying value of these employee entitlements (refer Note 14).
- Impairment: asset impairment judgements will be made based on fair value as at balance date.
- Stage of completion of research projects as at balance date.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies, which 1) materially affect the measurement of financial performance and financial position and 2) are important to understanding the operations of the University and Group have been applied.

- **Government grants and student fees**
Recognised as revenue in advance upon receipt in the Statement of Financial Position. Revenue from rendering services is recognised only when the University has a right to be compensated, and the amount of revenue and the stage of completion of a transaction can be reliably measured.
- **Research revenue**
Reflected in the Statement of Comprehensive Income as research grants unexpended, where fulfilment of any contractual obligation is yet to occur.
- **Bequests and other monies held in trust**
Bequests and donations received on trust for particular purposes are recorded as revenue on a cash received basis through the surplus within the Statement of Comprehensive Income. These monies are not available for funding the operations of the University.
- **Other revenue items**
Where physical assets are acquired for nil consideration the fair value of the asset received is recognised as revenue. Revenue from sale of goods and services is recognised on sale. Dividends are recognised when the right to receive payment has been established.
- **Operating leases**
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.
- **Cash and cash equivalents**
Cash and cash equivalents comprise cash at bank and in hand and short-term deposits with a maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.
- **Accounts receivable**
Accounts receivable are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.
- **Other financial assets**
Other financial assets are classified into the following categories for the purposes of measurement:
 - Loans and receivables and other financial liabilities; and
 - Financial assets at fair value through profit and loss.Classification of the financial asset depends on the purpose for which the instruments were acquired or originated.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of assets not at fair value through profit or loss, directly attributable transaction costs.

Note 20—Statement of Accounting Policies (continued)

→ Recognition and derecognition

All regular way purchases and sales of financial assets are recognised on the trade date (ie. the date that the Group commits to purchase the asset). Regular way purchases or sales are purchases or sales of financial assets under contracts that require delivery of the assets within the period established generally by regulation or convention in the marketplace. Financial assets are derecognised when the right to receive cash flows from the financial assets has expired or when the entity transfers substantially all the risks and rewards of the financial assets. If the entity neither retains nor transfers substantially all of the risks and rewards, it derecognises the asset if it has transferred control of the assets.

Loans and receivables

Loans and receivables including loan notes and loans to key management personnel are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are carried at amortised cost using the effective interest rate method. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired. These are included in current assets, except for those with maturities greater than 12 months after balance date, which are classified as non-current.

Financial assets at fair value through profit or loss

Financial assets classified as held for trading are included in the category financial assets at fair value through profit or loss. Financial assets are classified as held for trading if they are acquired for the purpose of selling in the near term with the intention of making a profit. Derivatives are also classified as held for trading unless they are designated as effective hedging instruments. Gains or losses on financial assets held for trading are recognised in profit or loss.

→ Impairment of financial assets

At each balance date, the University and Group assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Loans and receivables

Impairment of a loan or a receivable is established when there is objective evidence that the University and Group will not be able to collect amounts due. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation, and default in payments are considered indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (ie. not past due). For other financial assets, impairment losses are recognised directly against the instrument's carrying amount.

Financial assets at fair value through profit or loss

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into receivership or liquidation, and default in payments are considered objective indicators that the asset is impaired.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

→ Property, plant and equipment

Property, plant and equipment consist of the following asset classes: land, buildings and improvements, computers and network, plant and equipment, and art collections and heritage.

Land is measured at fair value, and buildings and infrastructure are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

→ **Revaluation**

Land, buildings and infrastructure are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years. The carrying values of revalued assets are assessed annually by independent valuers to ensure that they do not differ materially from fair value. If there is evidence supporting a material difference, then the off-cycle asset classes are revalued. Property, plant and equipment revaluation movements are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive income.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the University and Group and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in property revaluation reserves in respect of those assets are transferred to general funds.

Depreciation

Depreciation is provided on a straight-line basis (SL) on all property, plant and equipment other than land and heritage collections, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Heritage collections are not depreciated because they are maintained such that they have indefinite or sufficiently long useful lives that any depreciation is considered negligible.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Buildings & improvements	3–89 years	SL
Computers & networks	3–5 years	SL
Plant & equipment	4–15 years	SL
Art collection & heritage	10–20 years	SL

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year-end.

Property in the name of the Crown

Property in the name of the Crown and occupied by the University, for which the University has all the responsibilities of ownership (such as insurance and maintenance), and for which no rentals have been paid to the Crown, have been included as though they were assets of the University with effect from 1993. This is in accordance with the announced policy of Government, that these assets would be transferred into the name of the University.

→ **Intangible assets**

Intangible assets represent the cost to the University and Group of major IT systems that have been purchased, developed and implemented. These are capitalised at cost. Amortisation for IT computer software is calculated using a straight-line basis and the amortisation periods are 3–5 years. This expense is taken to the Statement of Comprehensive Income through amortisation.

→ **Accounts payable**

Accounts payable are recognised upon receipt of the goods or when the services have been performed and are measured at the agreed purchase contract price, net of applicable trade and other discounts, being the fair value of the transaction and then accounted for at amortised cost. Amounts owing are unsecured and are generally settled on 30-day terms.

Note 20—Statement of Accounting Policies (continued)

→ Employee entitlements

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. With the exception of annual leave, all other entitlements are valued by an independent actuary on an annual basis, with the present obligation appearing on the Statement of Financial Position and movements in those provisions reflected in the Statement of Comprehensive Income.

Liabilities in respect of employee entitlements that are expected to be paid or settled within 12 months of balance date are accrued at nominal amounts calculated on the basis of current salary rates. Liabilities in respect of employee entitlements that are not expected to be paid or settled within that period are accrued at the present value of expected future payments using discounted rates as advised by the actuary.

→ Annual leave for all staff has been accrued based on employment contract/agreement entitlements using current rates of pay. This provision is classified as a current liability.

→ Long service leave has been accrued for qualifying general staff. The liability is equal to the present value of the estimated future cash flows as a result of employee service provided at balance date as assessed by an independent actuary. This provision is stated as a current liability if it is vested and a non-current liability if it is not.

→ Retiring leave for all eligible staff is equal to the present value of the estimated future cash flows as a result of employee service provided at balance date as assessed by an independent actuary. This provision is stated as a current liability if it is vested and a non-current liability if it is not.

→ Superannuation schemes

Defined contribution schemes

Obligations for contributions to KiwiSaver, the New Zealand Universities' Superannuation Scheme and other defined contribution superannuation schemes are recognised as an expense as incurred.

→ Borrowings

Borrowings are initially recognised at their fair value net of transaction costs incurred. After initial recognition, all borrowings are measured at amortised cost using the effective interest method. Borrowings are classified as current liabilities unless the University or Group has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are expected to be settled within 12 months of balance date.

→ Goods and services tax (GST)

The Statement of Comprehensive Income and Statement of Cash Flows have been prepared so that all components are stated exclusive of GST. All items in the Statement of Financial Position are stated net of GST with the exception of receivables and payables, which include GST invoiced.

→ Income tax

The University is exempt from income tax. However there are some associates within the Group that are not exempt from income tax.

→ Budget

The budget is set prior to the beginning of each financial year and is a requirement of the Crown Entities Act 2004. The budget for 2013 was approved by the University Council on 3 December 2012. Explanations between performance and budget are described on page 78 of this annual report.



Te Kōkī New Zealand School of Music presented a full-scale production of Verdi's opera Il Corsaro in 2013. Pictured: Students Isabella Moore and Christian Thurston perform the lead roles of Gulnara and Pasha Seid.

Council activity

Council 2013 disclosures

Rosemary Barrington

Member, Paekakariki Community Board

David Chamberlain

Director, Ascendant Consulting Ltd

Director, Purakau Properties Ltd

Chairman, New Zealand Blood Service

Employee, Kiwibank Ltd

Professor Charles Daugherty

Trustee, Karori Sanctuary Trust

Trustee, Research Trust of Victoria University of Wellington

Alternate Director, Victoria Link Ltd

Board Member, The MacDiarmid Institute

Trustee, Pest Control Education Trust

Charles Finny

Chair, Education New Zealand

Board Member, New Zealand Film Commission

Board Member, New Zealand Trade and Enterprise

Board Member, Kawarau Estate Ltd

Board Member, Wellington Employers'

Chamber of Commerce

Partner, Saunders Unsworth

Victoria Heine

Partner, Chapman Tripp

Bridie Hood (on Council until 28 February 2013)

President, Victoria University of Wellington

Students' Association

Trustee, Victoria University of Wellington

Students' Association Trust

Trustee, Victoria Broadcasting Trust

Board Member, University Sport New Zealand

Rory McCourt (on Council from 1 September to 31 December 2013)

President, Victoria University of Wellington

Students' Association

Ian McKinnon

Councillor/Deputy Mayor, Wellington City Council

Director, Wellington International Airport Ltd

Chair, New Zealand Commission for UNESCO

Neville Jordan

Executive Chair, Endeavour Capital Ltd

Graeme Mitchell

Director, Barnardos New Zealand

Director, CIGNA Life Insurance New Zealand Ltd

Member, National Provident Fund Board of Trustees

Independent Member, Audit and Risk Management

Sub-Committee, Porirua City Council

Chair, Audit Committee, Ministry of Justice

Chair, Audit Committee, Ministry of Social Development

Chair, Audit and Risk Committee,

Human Rights Commission

Deputy Chair, External Reporting Board

(appointed Chair, February 2014)

Trustee, Local Government Superannuation Scheme

Honorary Consul General for Norway

Neil Paviour-Smith

Managing Director, Forsyth Barr

Director, Forsyth Barr Subsidiaries and Entities (Operating)

- Leveraged Equities Finance Ltd

- Forsyth Barr KiwiSaver Ltd

- Forsyth Barr Esam Cushing Ltd

- Forsyth Barr Cash Management Nominees Ltd

- Forsyth Barr Custodians Ltd

- Forsyth Barr (Hamilton) Ltd

- Forsyth Barr Group Ltd

- Forsyth Barr Funds Management Ltd

Director, NZX Ltd

Director, New Zealand Institute of Chartered Accountants

Chairman, Wadestown School Board of Trustees

Trustee, New Zealand Affordable Art Trust

Brenda Pilott

National Secretary, New Zealand Public

Service Association

Member, Advisory Board, School of Government,

Victoria University of Wellington

Member, Advisory Board, Institute for Governance and

Policy Studies, Victoria University of Wellington

Member, Governance Committee, Living Wage Aotearoa

John Selby

Chairman, Syl Semantics

Member, Audit Committee, Ministry of Business,

Innovation and Employment

Independent Member, Audit Committee,

Productivity Commission

Chairman, Grosvenor Assurance

Chair, Audit and Risk Committee, ServiceIQ

Helen Sutch

Trustee, Shirley Smith Family Trust
Chair, Independent Research Review Group,
Transparency International New Zealand

Roger Taylor

Trustee, McKee Trust
Trustee, New Zealand Law Foundation
Director/Shareholder, Miti Partners Ltd
Director/Shareholder, Icon Textiles Ltd
Director, Port of Taranaki Ltd
Board Member, New Zealand Symphony Orchestra
Director, McKee Nominees Ltd

Emeritus Professor Peter Walls

Board Member, Chamber Music New Zealand
Member, Lilburn Trust Music Advisory Committee
Trustee, Kiwi Music Trust
Principal Consultant, Arts Centre, Remarkables Park Ltd
Music Director, Opus Orchestra

Professor Pat Walsh

Board Member, Wellington Employers'
Chamber of Commerce
Member, Policy Council, Employers'
Chamber of Commerce
Chair/Deputy Chair, Universities New Zealand
Chair, New Zealand-Indonesia Friendship Council
Trustee, Dan Long Trust
Member, Audit and Risk Committee,
Ministry of Foreign Affairs and Trade

Nothing to disclose

David Alsop

Associate Professor Megan Clark

Kevin Duggan

Professor Paul Morris

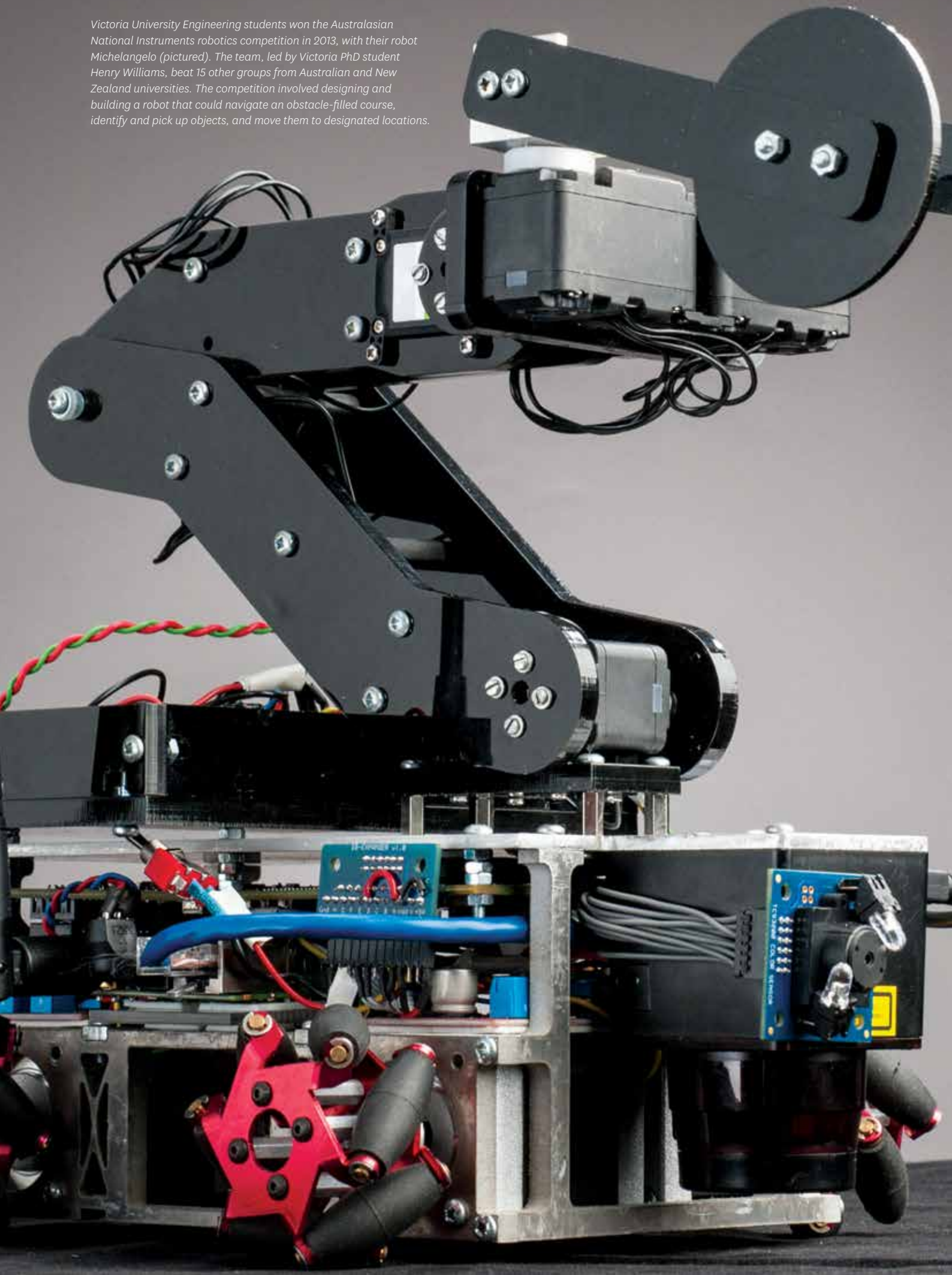
Dr Theresa Sawicka

Council meetings attended and payments to Councillors

Thirteen Council meetings and workshops were held in 2013. The payments listed below include attendance at Council workshops and committees as well as Council meetings. Council members can elect not to receive payments. The Vice-Chancellor, Professor Pat Walsh, is not eligible to receive fee payments.

Member of Council	Attendance	Eligible to attend	Payment (\$)
David Alsop	24	24	7,680
Rosemary Barrington	8	10	2,560
David Chamberlain	7	8	2,240
Megan Clark	16	17	5,120
Kevin Duggan	2	2	640
Charles Daugherty	15	20	4,800
Charles Finny	15	20	4,800
Bridie Hood	1	1	320
Victoria Heine	13	17	4,160
Neville Jordan	5	7	1,600
Rory McCourt	6	6	1,920
Ian McKinnon	31	31	25,280
Graeme Mitchell	28	31	11,200
Paul Morris	13	16	4,160
Neil Paviour-Smith	7	7	2,240
Brenda Pilott	10	13	3,200
Theresa Sawicka	14	15	4,480
John Selby	22	24	7,040
Helen Sutch	15	22	4,800
Roger Taylor	24	25	8,448
Peter Walls	17	18	5,440
Pat Walsh	29	31	Not applicable

Victoria University Engineering students won the Australasian National Instruments robotics competition in 2013, with their robot Michelangelo (pictured). The team, led by Victoria PhD student Henry Williams, beat 15 other groups from Australian and New Zealand universities. The competition involved designing and building a robot that could navigate an obstacle-filled course, identify and pick up objects, and move them to designated locations.



Senior Management Team disclosures

Professor David Bibby

BTech(Hons) PhD DSc *Lough*

Trustee, Malaghan Institute of Medical Research
Board Member, MacDiarmid Institute Governing Board
Director, Victoria Link Ltd

Professor Bob Buckle

BCom MCom(Hons) *Auck*

Director, New Zealand School of Business Ltd
Director, New Zealand Graduate School of Business Ltd

Annemarie de Castro

BA *Massey*, FHRINZ

Director, Adams Properties (Blenheim) Ltd

Professor Neil Quigley

MA *Cant*, PhD *Tor*, HonD *UEH*

Chair, Advisory Board, Adam Art Gallery
Director, Bradey Farm and EQM Farming Ltd
Chair, iPredict Ltd
Director, Magritek Holdings Ltd
Director, New Zealand Qualifications Authority Board
Chair, Predictions Clearing Ltd
Trustee, Research Trust of Victoria University of Wellington
Director, Reserve Bank of New Zealand
Director, Te Puni Village Ltd
Trustee, Victoria University of Wellington Art Collection
Funding Trust
Chair, Victoria Link Ltd
Chair, Advisory Board, Victoria University Press
Director, Wetox Ltd

Professor Roberto Rabel

BA(Hons) *Well*, PhD *Duke*

Trustee, Greater Mekong Subregion Tertiary Education
Consortium

Professor Piri Sciascia

ONZM, BSc BA *Otago*, BA(Hons) DipTchg *Well*, Tohunga
Huarewa Massey

Chair, Te Māngai Pāho
Director, Piri.Com Ltd

Professor Dugald Scott

BEdStuds DipTchg MA *Well*

Director, Victoria Link Ltd

Andrew Simpson

BCom *Otago*, CA

Director, New Zealand School of Music Board

Professor Pat Walsh

MA *Cant*, PhD *Minn*

Board Member, Wellington Employers'
Chamber of Commerce
Member, Policy Council, Employers'
Chamber of Commerce
Chair/Deputy Chair, Universities New Zealand
Chair, New Zealand-Indonesia Friendship Council
Trustee, Dan Long Trust
Member, Audit and Risk Committee,
Ministry of Foreign Affairs and Trade

Professor Deborah Willis

BA MA *Cant*, DipTchg *ChCh*, PhD *Well*

Director, New Zealand School of Music Board

Professor Mike Wilson

MA, PhD *Cantab*

Director, Victoria Link Ltd

Nothing to disclose

Professor Penny Boumelha

MA DPhil *Oxon*, FAHA

Professor Tony Smith

LLM *Cant*, LLD *Camb*, Barrister (High Court of New
Zealand), Barrister and Honorary Bencher (Middle Temple)



PhD student Jenni Hopkins captured this image of third-year Victoria Earth Sciences students during a field trip near Mt. Ngauruhoe. Volcanologist Professor Colin Wilson, who is a current James Cook Fellow, is teaching the group about historical volcanic eruptions in the region.



