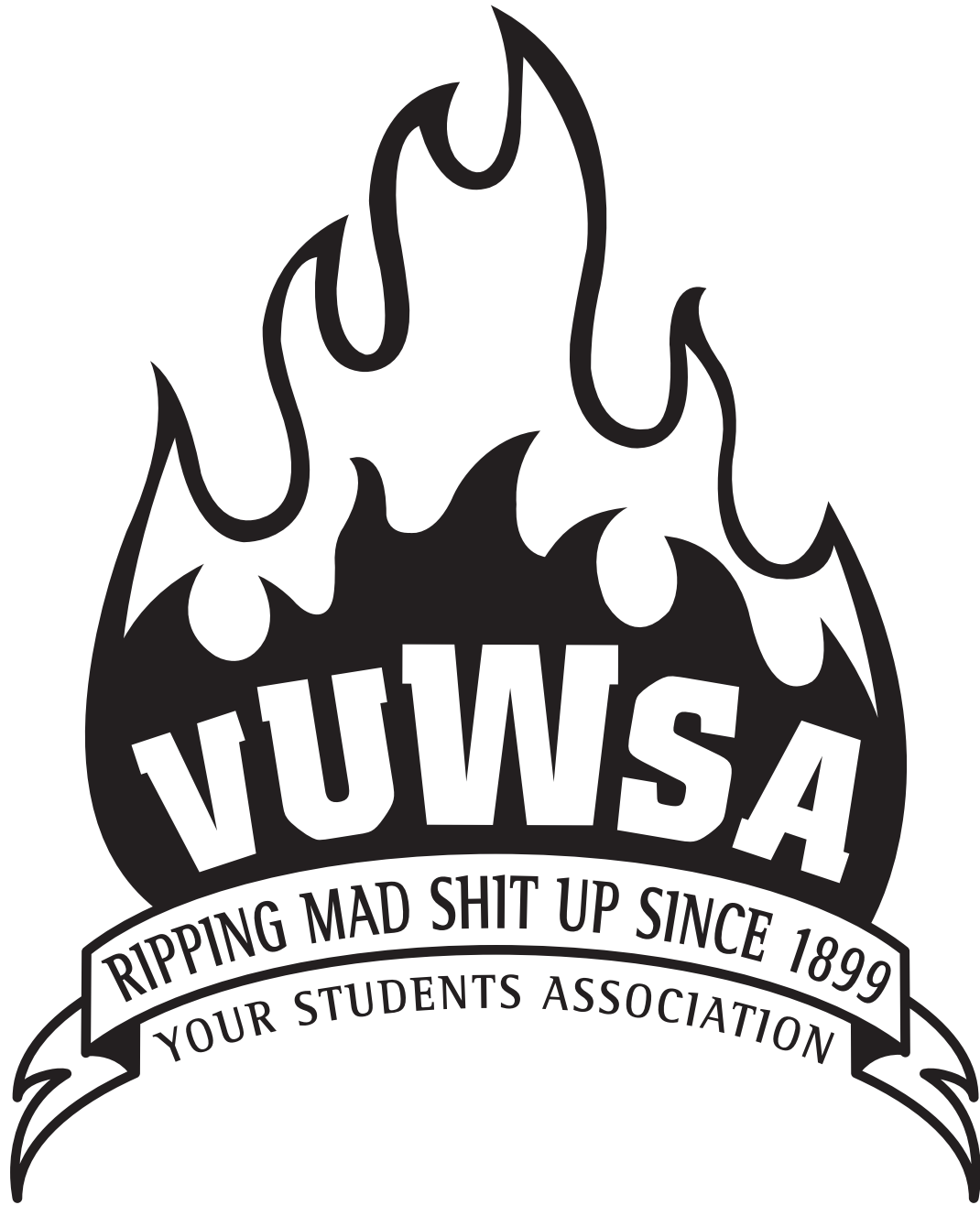


**Victoria University of Wellington
Students' Association**

Te Ropu Taura a te Kura Wananga o te
Upoko o te Ika a Maui Inc.

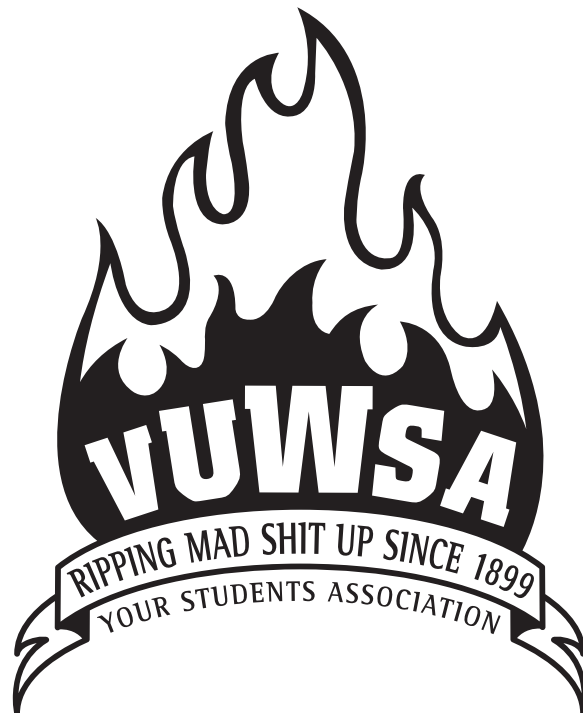


2007 Annual Report



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This annual report was compiled and produced by:
 Alexander Neilson
 2007 VUWSA Treasurer
 Typesetting and prepress work was conducted by:
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President's Report

I wish to make a personal statement in preface to this report. It has been recent practice to consider the report of the Association as a political podium, a site to air grievances. Traditionally this report is written after the President leaves office (unless they are reappointed), a time when little focus is apportioned to the outgoing, and the President's report has been exploited as a "final word", denigrating opponents, minimising shortcomings, and clearing ones reputation, with less care to the purpose of this report, which is to inform it's membership, make critical statements about the future of the organisation, and doing so in an impartial fashion. I intent to follow the collective will of the membership, and not my own interest and I believe that in time, this shall be followed as the norm once more.

As I noted in my mid year report this year, I noted that it has been a period of finding that the rot is far more spread than I had initially thought, a conclusion that had not changed.

As before, I have compiled this report in three sections, reflecting my view of VUWSA at an organisational level is comprised of three separate but interactive units:

1. Political-Governance: Comprised of the Student Executive, showing the leadership and strategic vision for the organisation, as well as the body responsible to the wider student body and the group that should be in charge of the political representation at the institutional and governmental level.
2. Operational-Management: The execution of the Executive's objectives and goals, proving services to students, and advising the executive on a number of matters.
3. Administrative: to assist the students and the organisation as a whole complete its tasks and objectives.

Political-Governance

It is no surprise that this area is one that has caused me considerable distress at times. The activities of Executive member's aside, I believe that the main cause of this problem is a systemic failure to train and inform Executive members of their duties and responsibilities as representatives of an organisation that serves thousands of students, and deals with millions of dollars in revenue, mostly from those same students. I acknowledge that my failure to build a working coalition on the executive, even in professional terms was both a lesson for me, but also a critical shortcoming in any organisation. This single flaw undermined to a considerable extent, any unity in action.

Anecdotes from staff, former officers, other student organisations and media outlets have suggested that it has always been this way at VUWSA. I felt that this could be immediately halted, but again, it seems that unless there is wholesale constitutional change, there is no guarantee that this will abate.

The negative impact of matters pertaining to executive members conduct has long term implications, both on this campus, and across the wider student movement. The submission of a new Executive handbook attempted to, at the very least, to give clear and explicit information about how VUWSA operates. I acknowledge the fact that a similar document was in existence, but had been neglected since the end of 2005. In resurrecting the book, I doubled the pages, but also included an enormous appendices section on time sensitive material. I genuinely hope that some attempt is made, at the highest level, of bringing a non-political and aggressive approach to training.

For an organisation such as VUWSA, I have seen significant issues at every level of governance: unprofessional attendance and participation at meetings, a vague and unclear agenda, woeful minute taking, a lack of understanding in the process of meeting rules and processes, has led a dangerous cocktail of mismanagement. Solutions to these problems have varied in efficacy, changing the agenda formats, suggesting alternative minute taking methods was a relatively easy process, although one that frustrated my confidence.

Another area of concern is the Publications Committee. While I was merely a member of the committee, I see a need for this committee to be overhauled, and given a clearer role in the oversight and management of VUWSA paid publications, notably Salient. This review is important, considering the long term attitude that Salient is a major drain on VUWSA resources, irrespective of the superlative job it does in informing students. One of the last tasks before leaving office, was to draft a white paper on the strategic challenges, which was presented to the 2008 Publications Committee, a copy of which has been included as part of my report.

Furthermore, I wish to point out that a considerable level of governance at VUWSA is ad hoc. Policies, while passed, are not followed, and have no (or little) legal or moral authority within the Executive. I do not foresee how that could be changed, in either the short or long term. In a practical sense, the powers of the Executive are codified only within the VUWSA Constitution, and nowhere else.

Therefore, within the current Constitution there is:

- No clear intra executive disciplinary system.
- Vague references to the financial processes, including procurement, authorisation and fraud prevention.
- Perforated and unclear processes in regards to VUWSA elections, including the investigatory powers of the electoral officer (or equivalent), the membership status of candidates, punishments for breaching the rules, and mechanisms for verifying advertising spending are within limits.

A massive overhaul of The VUWSA constitution is desperately needed, in resolving these issues, as well as the obvious formatting errors scattered about its pages.

Finally, I wish to commentate on my relationship with the Representative Groups on campus. Traditionally, all Rep Groups are in flux: some with a strong leadership and vigorous activity, others stagnant and in hiatus. I can only say with regards to those relatively stronger groups, that they accomplish greater success and provide considerable service to their selected constituencies, under far more punitive funding arrangements. In fact I regret that I could not have helped Rep Groups out further. I believe that the current system of Rep Group funding is ultimately flawed, with Rep Groups having to jump hoops through a politically charged environment, fighting against other Rep Groups for a slice of the Rep Groups funding pool (which is set by the Executive, without regard or consultation with Rep Groups on the realities of their operation). Reform in this area, from the appropriation of Rep Group funding, to depoliticising the approval process is necessary, otherwise Rep Groups will be bullied into non-existence. This reform should not mean that VUWSA cannot maintain its legal commitment to transparent and accountable governance.

Operational-Management

This area has been under considerable change. The appointment of the Accounts Clerk and Association Coordinator, completing a long review of VUWSA, conducted in conjunction with the VUWSA Trust. I can say that their presence has made a considerable contribution. For one,



it has helped to reorganise the organisation's financial and reporting capacity, and in future, it is my hope that there will be a greater distinction between Governance and Operations at VUWSA. The reformation of the Education Coordinator into a single person role has meant that for the first time since 2004, the role has returned to a single person. This has meant that there have been significant challenges in reacting to the change. The office, which had been conducting its own administrative tasks, can no longer be handled by one staff member alone and concurrently, the role has become more focused on student advocacy, meaning that the role of Education Coordinator has evolved into a Student Advocate, with governance level matters handled by the Vice President (Education).

Administrative

While this may be overlooked as a minor part of VUWSA, I have found that a legacy of neglect in simple administrative tasks, which has left VUWSA in a very difficult state. In fact, I am shocked by the atrophy of recordkeeping, the absence of updated operational policies, parlous employment records, an outdated and underutilised VUWSA website, and ethereal employment records. This situation places this organisation in grave danger of legal complications. It is my observation that many of these things have never been adequately managed, as far back as 2003. I have succeeded in updating and renewing current employment agreements, in compliance with our legal requirement to have on record, copies of the employment agreements.

A related but overlooked issue is the current fiscal implications of the current staff compliment. Staff costs (including salaries, Kiwi saver, ACC etc) constitute approximately half of the total expenditure at VUWSA. This is a considerable burden, and one that sacrifices services to students. Without a significant increase in revenue, or severe cuts to expenditure, VUWSA will fall. Likewise, without explicit key performance indicators, agreed between staff and employer, no real accountable management of staff bonuses will exist.

There is a lot to fix, and I fear that it will take, with a committed leadership at least a year to fully implement and repair the situation. But repairing the damage is not enough, preventing that it happens again must be of equal importance.

Another important area must be managed, so as to uncouple the major consequence of staff turnover; the loss of institutional knowledge. I requested the Association Coordinator to attend training sessions, and our work on what is required from the administrative part of the role has been well advanced, with a greater emphasis on the Association Coordinator to take on these tasks.

In conclusion, no honest long term approach could be completed until the rot has been cleared. VUWSA would be back peddling until simple training and administrative tasks were overhauled. I wish future Executives the very best in finally resolving what, in my limited time, are simple and yet critical concerns.

Geoff Hayward
2007 VUWSA President

Education Vice President Report

I came into the role of Education Vice-President with half a year's experience in the role. My goals as elected were:

- Continuing Stop Lecture Meetings
- Continuing Student Representation
- Continuing to Build Representation on Satellite Campuses
- Working to make VUWSA Financially Accountable

Continuing Stop Lecture Meetings:

Activism is not just about marching down to parliament and shouting, that's important but not the be all and end all. Activism is about organising those around you, taking their opinion as well as informing it. A strong student association is an association with a close relationship to its members, students. That is not the case with VUWSA and I believe the difficulty it has in engaging with its members is a result of this inwards focus as opposed to an outwards one. No SLM was held in 2007 and I take responsibility for that. The support and clarity that the two SLMs provided in 2006 were hugely important in shaping VUWSA's attitude to the issues of the time, the views of 2000 odd students has some weight after all.

It was frustrating taking on a much wider internal presidential role in terms of supporting and engaging with the executive through out the year, this affected the quality of my work, I felt that that lack of communication and appropriate leadership from the President, Geoff Hayward, hamstrung the executive and lowered the sights/vision of the Exec as a team.

Continuing Student Representation:

There are huge gaps currently existing in VUWSA, a number of reviews have shown that. Advocacy is our primary role, namely the support given to students individually or collectively as a group or groups. While VUWSA generally achieved and retained representation on the boards it sits on. I don't believe they or VUWSA got the full benefit of their time expended. Just showing up to the meetings are not enough. Structural issues exist, understaffing and under resourcing leave elected student reps constantly re-inventing the wheel in terms of university past practice. A fully functioning and resourced Education Office would allow the elected students reps to actively embrace their role and challenge the university more reliably and consistency. In a role that requires students to keep to account, people who can have decades of institutional memory, the need for staff to act as effectively counter-institutional memory and support is vital.

Student representation includes all aspects of students' lives, from the state of their flat/hostel, to their ability to finance their study/life while at university and after. The students' role as critic and conscience of both the university and wider society is one that needs to be taken seriously. It is the working class who provide the ability to withdraw from the workforce and study and students must remember this and give support to the working class in kind. It was in this vein that I saw my role within the Education Action Group as a core role of the EVP. We organised the successful 'Box City' quad occupation that brought strong attention to the issue of student debt and its effects/consequences on students. I took this understanding of my role into my advocacy and support of the cleaners' lockout by Spotless Services. The cleaners locked out were largely women in their 40's with little tertiary education. It was important to them that a small group of university students were with them almost every day of their struggle in support of their cause. It is an important link to make, that the university and students are part of society. We are not some separate component, divorced from the laws and influences of capitalism; we are part and parcel of their world and their struggles. It is important that those of us with the privilege associated with a tertiary university education, give back to those who never gain directly but support and fight for our right to study.

Class reps are the key point of contact between students and VUWSA. It is a relationship

that when working, provides clear and pointed dialogue on the mechanics of the university system and feeds into the faculty positions as well as VUWSA itself. VUWSA Class rep organisation was haphazard with no clear involvement or support from the university and a system internally at VUWSA that was unstructured and archaic in practice. Two discussions need to take place. The university needs to take responsibility for its side of the arrangement, namely the election of class reps at a class level and the enforcement of that ruling in dealing with lecturers who either don't care for or don't like the idea of class reps in their classes. VUWSA needs to continue the wider task of providing a wider space that is streamlined and easy for students to take part in, the ideas floated of online registration of class reps is an idea along those lines which if implemented correctly could open up the possibility of a refocused and reinvigorated EVP's job, focused on strategic representation as opposed to backroom administration.

I had a fruitful relationship with PGSA, LSS, STUDIO and Viccom. We are lucky to have so many people willing to volunteer their time in service of students. The relationship can always be strengthened and should be reappraised as VUWSA and its rep groups develop over time.

Continuing to Build Representation on Satellite Campuses:

The issue remains of VUWSA's role on the four campuses. Karori, Kelburn, Te Aro and Pipitea. Of our membership, about half are located on Kelburn, with the other half spread around the other three campuses. VUWSA seriously needs to look at the level of overall service given to students and the ability for them to claim the services that those based at Kelburn receive. Representative groups play a key role in the representation of student needs and views. It is frustrating for me personally the Karori still has no rep group. The Kelburn-centric mode of operation that both VUWSA and the university possess, impacts on the ability of those on satellite campuses to fully utilise their university experience. That is a fundamental issue facing an association that holds equity as one of its key goals.

Working to make VUWSA Financially Accountable:

The work of the EVP is not just related to a narrow definition of student engagement, support and representation. As one of the senior members of the Executive, the EVP has a responsibility to be versed and understanding of the wider issues facing the association financially. VUWSA has not been in a healthy financial state and is taking time to recover. Alexander Neilson needs to be recognised for the tireless work that he has put into his Job. The increase in the role from a ten hour job to a twenty hour VP's role is recognition of that responsibility. However it is that reliance on competent Exec members to keep the association financially sound that causes seemingly regular four-yearly collapses. VUWSA needs to take heed of its brush with potential insolvency in 2006 and move into a strong financial standing. Issues with role clarity in VUWSA's finances is required and those processes need to be monitored vigorously. VUWSA's line and administration management needs to be supported and strengthened in order to allow the Executive to support and deliver to students in the strongest way possible. Issues remain with the support given to the President. It is unfair to both staff and Exec to have a President with little or no training in HR and management. Learning on the job is a painful process and a messy one in terms of grievances. It is not a situation that can provide a solid basis for the development of student control of student affairs. Too much time is spent reinventing the metaphorical wheel, too much time is spent learning best practice HR approaches.



Joel Cosgrove
2007 VUWSA EVP



Welfare Vice President Report

Welfare Vice Presidents priority goals:

Goal 1. Education: Student Support

To secure and maintain adequate state income, welfare and employment support for students.

Goal 3. Education: Equity

To promote equity for disadvantaged members in access to and within the university.

In 2007 as WVPs' we served students' through the welfare office on a number of boards and committees, while continuing old initiatives we also developed new ones. It's been our great privilege to serve students' throughout this year.

Upon hand over there were no transitional notes for the Welfare office with the last notes being written by former WVP Nick Kelly. Without these notes there would have been no continuity of the operations for the Welfare office so these were a valuable resource. It's our joint opinion that a Welfare office handbook should be developed to pass on valuable information and policy to future incoming WVPs.

The Campus Angels and students safety

The Campus Angels service continued to prove itself as a worthy initiative again this year by providing students the added safety of not having to walk home alone. The Campus Angels operate at the Kelburn and the Law School Library. This year the service was stopped at the Arch and Design campus due to it being under utilised there and VUWSA budget cuts—in fact students identified that it was an unnecessary service around this area due to the operation of Walkwise.

This year we started the Welfare Office and decided to try and deliver a more professional service with the Campus Angels with uniforms, banners and cell phones being investigated—a new logo was also designed to reflect the professional service we envisioned. This investigation resulted in a VUWSA Trust proposal which was accepted this year with the current WVP following through with this.

The Campus Angels themselves commented that they felt the service required a little more visibility and this prompted postering, media releases; however this work needs to be continued and strategy should be developed for the promotion of this service. One suggestion from Campus Angels was to create posters in different languages and feedback is essential to the continued improvement of this service.

During the Orientation and Re-Orientation events we ensured with eventual cooperation from the union the presence of safety/ sexual harassment offices and safe spaces at most orientation events. The main issue was that of these officers being identifiable in crowd situations and T-Shirts should be made in fletcher. The relationship with the Union on this issue was problematic as there were instances where they limited our officers access during events which in turn hindered the safety of students however this was eventually resolved.

Food Bank and student hardship

During our term we encountered many stories of student hardship; which indicated to us the dire need for a Universal Student Allowance alongside proper funding for the tertiary sector. With the cost of living loadable amount of \$150 not having been adjusted since 1992 it was

apparent that that this was not even enough to cover the high rents in Wellington, the average being at \$142. The CPI adjusted borrowing amount announced in this years budget could also be seen as a failing on the part of the government to support students during their education.

In partnership with Student Services VUWSA continued to maintain the food bank service which has become an essential service for students who are struggling with low incomes and high living costs. It was immensely satisfying to increase the size of food bank parcels, while gaining visibility for the service through regular postering around campus and Salient improving on stock taking systems and creating templates for ordering. This year food was also generously shared from the Wellington City Mission to make our budget and resources stretch further.

To highlight this issue of living costs and the need for a universal student allowance a protest was held in the form of a student box city, and the WVP played a large role in the organisation of this event.

We established better relations with student services this year and special mention to Barbara Skelly who regrettably left us this year, she served students well with great compassion, enthusiasm and experience and will be greatly missed.

Stress free study week

Stress free study week was continued and improved. The week consisted of free massages outside the library, free breakfasts at Pipitea and Kelburn and the Midnight Feasts at the architecture and design school were increased to five nights of the week.

VUWSA also purchased chattels to reduce the cost and effort of running these events in the future.

Free Flu Shots

Free Flu shots were made available again this year and in total 500 were administered by student health.

Free Winter Soup

Free Winter Soup was initiated by the WVP this year, this saw VUWSA invest in a large pot and was well worth it, on average 150 soups were usually given out in the quad during the cold winter weeks. Appreciated by many, this also gave opportunity for general discussion and feedback from students on welfare services and proved a good avenue to promote VUWSA services already available such as free bread and food bank.

Free bread

This year students' enjoyed increased free bread thanks the kindness of Aro Bake as well as Brumbies bakery in Karori. This came about at the start of the year when Heleyni approach local bakeries, and there is potential for other bakeries around the Wellington region could still be interested. The promotion of free bread was enhanced when a supermarket trolley was acquired used for transportation and promotion dubbed the "Welfare Van". A roster system was also developed and proved efficient.

The Welfare Office also investigated cheaper dentistry throughout the year only to discover that the current deal with Symes de Silva.

Rep Groups

2007 saw the revival of Can-Do (disabled students network) with the support of the Welfare



Office however there was occasions during the year were we had to get involved in mediating issues with Disability Support Services and Can-Do. Other rep groups such as UniQ (queer students' network) continued to go from strength to strength running successful workshops though out the year with regular meetings.

On a sadder note there was little activity for the Mature Students' Network (MSN) as it seemed to have disappeared. In 2008 it also seems that MSN has not been picked up again. The Pacifica Council was also difficult to contact.

International Students' Council seemed to be as strong as ever due to the presence of their International Officer on the VUWSA executive.

All of the rep groups were invited to play a part in consultation over the campus hub including those under the education portfolio. The Welfare Office organised regular briefings for these Rep Groups.

Heleyni Pratley
2007 Welfare VP

Rev. Paul "Danger" Brown
2007 Welfare VP (Acting)

Treasurer Report



In 2007 the role of Treasurer had two major changes occur that I am really proud of. The first change was to dramatically improve the financial performance of the association, and the second was to change the role of Treasurer in a way that will hopefully ensure that in future the role will complement the association and help ensure its continued strong advocacy for students.

Financial Performance

For around the last five years VUWSA has been running year on year deficits running down reserves to dangerously low levels and risking the collapse of the association and limiting the options that the association could advance. This came out of a fear that running any surpluses would be seen by students as them missing out and therefore was taken as politically risky and people were unready to take tough decisions to cut spending. In July 2006, when I joined the executive (as campaigns officer) we were just completing the 2006 VUWSA budget. Seven months into the year and the largest parts of the budget already spent and the association had no approved budget. This budget, as drafted, was showing a \$300,000 deficit and then was pared down to a \$100,000 deficit. The 2006 accounts, shown on the following pages, show that in 2006 VUWSA made a \$212,000 operational deficit. In October 2006 after the VUWSA elections I was co-opted as Treasurer in order to get the 2007 budget passed and in place ready for 2008 and we managed to get together a budget showing a surplus of \$12,000. As you will be able to see in the accounts on the next pages you will see that while we had a much better performance in 2007 we still didn't make target making a \$43,000 operational loss. Part of this loss is attributable to the VUWSA Van Upgrades and cost overruns in activities of \$49,733.

Changes in the Position

One of the problems that has plagued the position of Treasurer at VUWSA is that the Job had been supported as a position of the general executive and however the person is an officer of the association and is both legally liable for actions of the association and responsible for tasks that require much time to ensure accuracy.

This problem meant that many of the previous treasurers would fall off the grid after about the mid year period and this would hamstring efforts to get a budget produced and approved for the following year. It appeared to me that treasurers were finding it hard to put in the numbers of hours needed for the job plus pass university and find part time work to afford to live on so VUWSA would need to come second fiddle to other work.

To try and ensure that the job provided sufficient support for the person in the position to ensure that they are able to give the time needed to the job so I decided to put up a constitutional amendment changing the treasurer role into Vice-President (Administration). This amendment passed and from 2008 that position replaced the treasurer.

The success of this change to the position of treasurer will not be measurable until years after I have left VUWSA. So please consider this as the explanation of what the change was supposed to do. Please use this to measure the position in years to come.

Alexander Neilson

Regards
Alexander Neilson
2007 VUWSA Treasurer

Financial Statements

**For the year ending
31 December 2007**

AUDITORS' REPORT

To the Members of the Victoria University of Wellington Students' Association Inc.

We have audited the financial statements on pages 1 to 21. The financial statements provide information about the past financial performance of Victoria University of Wellington Students' Association ('VUWSA and Group') and its financial position as at 31 December 2007. This information is stated in accordance with the accounting policies set out on page 4.

Executive Committees' Responsibilities

The Executive Committee are responsible for the preparation of financial statements which fairly reflects the financial position of VUWSA and Group as at 31 December 2007 and the results of operations for the year ended on that date.

Auditors' Responsibilities

It is our responsibility to express an independent opinion on the financial statements presented by the Executive Committee and report our opinion to you.

Basis of Opinion

An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial statements. It also includes assessing:

- the significant estimates and judgements made by the Executive in the preparation of the financial statements, and
- whether the accounting policies are appropriate to VUWSA and group circumstances, consistently applied and adequately disclosed.

We conducted our audit in accordance with New Zealand Auditing Standards issued by the New Zealand Institute of Chartered Accountants. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Other than in our capacity as auditor we have no relationship with, or interests in, VUWSA and Group.

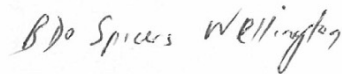
Qualified Audit Opinion

Controls over the receipt of ticket sales recorded at \$17,335 which forms part of Activities Programme Income of \$93,007 in the financial statements prior to being recorded is limited, and there are no practical audit procedures to determine the effect of this limited control.

In this respect alone we have not obtained all the information and explanations that we required.

In our opinion, except for adjustments that might have been found to be necessary had we been able to obtain sufficient evidence concerning ticket sales, the financial statements on pages 1 to 21 fairly reflects the financial position of VUWSA and Group as at 31 December 2007 and its operations for the year ended on that date.

Our audit was completed on 11 September 2008 and our qualified opinion is expressed as at that date.



BDO Spicers Wellington
Chartered Accountants

**VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2007**

	Note	Group 2007 \$	Group 2006 \$	Parent 2007 \$	Parent 2006 \$
CURRENT ASSETS					
Cash & Bank		201,446	279,362	201,446	279,362
Accounts Receivable		248,194	249,725	255,369	256,900
Prepaid Expenses		27,174	13,933	27,174	13,933
		476,814	543,019	483,989	550,194
INVESTMENTS					
Midori Holdings Ltd: 100 Authorised & Issued Ordinary Shares of \$1	18	-	-	-	100
Team Vic Ltd 100 Authorised & Issued Ordinary Shares of \$1	18	-	-	100	100
Club Loans	17	17,815	23,676	17,815	23,676
Investment - Artwork	19	-	285,000	-	285,000
		17,815	308,676	17,915	308,876
FIXED ASSETS	2	24,880	50,877	24,880	50,877
		42,695	359,553	42,795	359,753
TOTAL ASSETS		519,509	902,572	526,784	909,947
CURRENT LIABILITIES					
Accounts Payable		137,298	204,394	144,473	211,569
Funds held on behalf of Clubs		86,854	73,180	86,854	73,180
Accrued Expenses		34,778	35,591	34,778	35,691
		258,930	313,165	266,105	320,440
Accumulated Funds		260,579	589,407	260,679	589,507
TOTAL EQUITY		260,579	589,407	260,679	589,507
TOTAL FUNDS EMPLOYED		519,509	902,572	526,784	909,947

President

11/9/2008

Treasurer

Neilson

11/9/2008

The attached notes form part of and should be read in conjunction with these financial statements



**VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
CONSOLIDATED STATEMENT OF MOVEMENTS IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2007**

	Note	Group 2007 \$	Group 2006 \$	Parent 2007 \$	Parent 2006 \$
Equity at the Start of the year	19	589,407	802,117	589,507	802,217
Net Surplus (Deficit) for the year		(328,828)	(212,710)	(328,828)	(212,710)
EQUITY AT THE END OF THE YEAR		260,579	589,407	260,679	589,507

The attached notes form part of and should be read in conjunction with these financial statements

**VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2007**

	Note	Group 2007	Group 2006	Parent 2007	Parent 2006
INCOME					
Student Fees	3	1,294,117	1,162,180	1,294,117	1,162,180
Interest		33,852	34,552	33,852	34,552
Sundry Income		39,805	7,073	39,805	7,073
Programmes and Trading Income	4	516,433	412,726	516,433	412,726
Trust Contribution		-	5,083	-	5,083
		1,884,207	1,621,613	1,884,207	1,621,613
EXPENDITURE					
Education Programme	5	115,279	221,348	115,279	221,348
Student Representative Council	6	62,552	87,588	62,552	87,588
Club Programme	7	265,577	229,058	265,577	229,058
Activities Programme	8	210,740	331,534	210,740	331,534
Services	9	76,960	91,165	76,960	91,165
Media and Promotions	10	364,668	378,612	364,668	378,612
Executive	11	125,135	152,136	125,135	152,136
Operating Expenses	13	707,124	342,882	707,124	342,882
		1,928,035	1,834,323	1,928,035	1,834,323
NET OPERATING SURPLUS/(DEFICIT) FOR THE YEAR					
		(43,828)	(212,710)	(43,828)	(212,710)
LESS:					
Loss on Disposal of Artwork		(285,000)	-	(285,000)	-
NET SURPLUS/(DEFICIT) FOR THE YEAR					
		(328,828)	(212,710)	(328,828)	(212,710)

The attached notes form part of and should be read in conjunction with these financial statements

1. Statement of Accounting Policies

Entities Reporting

The Financial Statements for the parent are for Victoria University of Wellington Students' Association Incorporated as a separate legal entity. The consolidated financial statements comprise the Association and subsidiary Team Vic Ltd (the group).

Statutory Base

The Financial Statements have been prepared in accordance with generally accepted accounting practice.

a) Differential Reporting

Due to its size the Victoria University of Wellington Students Association Inc. qualifies for reporting exemptions under the Framework for Differential Reporting issued by the Institute of Chartered Accountants of New Zealand.

The Association has taken advantage of all reporting exemptions available.

b) Consolidation

The Consolidated Financial Statements are prepared from the financial statements of the parent and its subsidiary companies as at 31 December 2007, using the purchase method. Transactions between group entities are eliminated on consolidation.

Measurement Base

Unless otherwise stated the measurement base used is that of historical cost.

Specific Accounting Policies

The following particular accounting policies, which materially affect the measurement of earnings and financial position, have been applied:

- Accounts receivable are stated at their estimated net realisable value
- Investments are valued at the lower of cost and market value
- Fixed assets are stated at cost less accumulated depreciation. Fixed assets with a life of less than one year are written off in the year of purchase. Fixed assets with a life greater than one year are capitalised and depreciated using the straight line value method over the estimated useful life of the asset.
- Depreciation rates:

Computer Equipment and Software	30% - 33%
Office Furniture and Equipment	20%
- These financial statements are prepared on a GST exclusive basis except for Accounts Payable and Receivable.

Changes in Accounting Policy

There have been no changes in accounting policy. All policies have been applied on a basis consistent with the previous year.

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

2. Fixed Assets

Fixed assets comprise furniture and equipment used by the following:

Parent	2007			2006		
	\$ Cost	\$ Accum Depn	\$ NBV	\$ Cost	\$ Accum Depn	\$ NBV
Association	218,655	193,776	24,880	178,594	138,889	39,705
Salient	-	-	-	51,032	39,860	11,172
	218,655	193,776	24,880	229,626	178,749	50,877
Group						
Association	218,655	193,776	24,880	178,594	138,889	39,705
Salient	-	-	-	51,032	39,860	11,172
	218,655	193,776	24,880	229,626	178,749	50,877

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

3. Student Fees Income

Fees income as recorded in these accounts does not include sums deducted directly by the University - ie the Building Fund Transfer.

If this amount were to be included the total fee income would have been:

	2007 \$	2006 \$
VUWSA Student Fee Income		
Fee Income paid to VUWSA	1,876,784	1,521,696
Building Levy to VUWSA Student Trust	263,876	230,385
	<u>1,612,908</u>	<u>1,291,311</u>
Less student fees transferred to Ngai Taura	(161,291)	(129,131)
Student Building Levy	(175,000)	-
Ngai Taura portion of Student Building Levy	17,500	-
	<u>1,294,117</u>	<u>1,162,180</u>
Net VUWSA Fee Income		

During 2006, Victoria University of Wellington wrote off the outstanding Student Building Levy. The arbitration process has been completed with repayment of the Student Building Levy resuming in 2007.

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

4. Programme & Trading Income

Income is derived from the various programmes, activities and trading enterprise.

	Notes	2007 \$	2006 \$
Parent			
Education Programme	5	18,233	7,321
Clubs Programme Income	7	141,361	56,207
Activities Programme Income	8	93,007	83,302
Services Income	9	72,745	57,305
Media Income	10	191,086	208,590
		<hr/>	<hr/>
		516,433	412,726
		<hr/>	<hr/>
Group			
Education Programme	5	18,233	7,321
Clubs Programme Income	7	141,361	56,207
Activities Programme Income	8	93,007	83,302
Services Income	9	72,745	57,305
Media Income	10	191,086	208,590
		<hr/>	<hr/>
		516,433	412,726
		<hr/>	<hr/>

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

5. Education Programme

	2007	2007	2007	2006	2006	2006
	\$	\$	\$	\$	\$	\$
	Income	Expend	Net Cost	Income	Expend	Net Cost
Victoria Education Team	-	937	(937)	-	-	-
Ngai Taura	7,483	-	7,483	7,312	-	7,312
National Education Campaign	-	6,501	(6,501)	-	88,161	(88,161)
Public Issues Campaign	-	4,764	(4,764)	-	6,955	(6,955)
NZUSA Levy	-	74,829	(74,829)	-	73,125	(73,125)
NZUSA Conferences	-	8,063	(8,063)	-	4,034	(4,034)
Welfare	10,750	20,186	(9,436)	9	49,073	(49,064)
	18,233	115,279	(97,046)	7,321	221,348	(214,026)

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

6. Student Representative Council

	2007	2006
	\$	\$
Administration	(295)	-
Can Do	3,112	-
ISC	1,374	-
Womens Group	1,783	18,232
Mature Student Network	772	2,111
Creche Parents Committee	-	2,129
PGSA	20,540	27,879
Studio Association (PILES)	-	5,400
LSS	9,750	12,843
Pacific Island Law Students Society	-	1,644
International Students	6,636	128
UNIQ	6,774	4,190
VICCOM	12,106	13,033
	<hr/>	<hr/>
	62,552	87,588
	<hr/>	<hr/>

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

7. Clubs Programme

	2007	2007	2007	2006	2006	2006
	\$	\$	\$	\$	\$	\$
	Income	Expend	Net Cost	Income	Expend	Net Cost
Cultural Council	-	21,492	(21,492)	-	17,257	(17,257)
Sports Council	126,494	187,189	(60,694)	51,134	120,766	(69,633)
National Sports Co-Ordination	3,289	33,070	(29,781)	3,286	33,075	(29,789)
Team Vic Initiative	8,498	16,654	(8,156)	587	3,609	(3,022)
Administration	3,080	7,173	(4,093)	1,200	54,351	(53,151)
	141,361	265,577	(124,216)	56,207	229,058	(172,851)

See the Appendices to the Financial Statements for a full breakdown of the Income & Expenditure of the Councils

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

8. Activities Programme

	2007 \$	2007 \$	2007 \$	2006 \$	2006 \$	2006 \$
	Income	Expend	Net Cost	Income	Expend	Net Cost
Activities Excl Orientation	13,691	38,113	(24,421)	25,866	131,612	(105,746)
Orientation	72,071	127,943	(55,872)	57,437	151,393	(93,956)
Re-Orientation	7,244	44,684	(37,439)	-	-	-
Administration	-	-	-	-	48,530	(48,530)
	93,007	210,740	(117,733)	83,302	331,534	(248,232)

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

9. Services

	2007	2007	2007	2006	2006	2006
	\$	\$	\$	\$	\$	\$
	Income	Expend	Net Cost	Income	Expend	Net Cost
Carparking	54,662	18,335	36,327	43,745	33,406	10,339
Student Job Search	2,400	18,138	(15,738)	1,786	24,000	(22,214)
Lockers	11,288	1,426	9,862	8,716	790	7,926
Van Hire & Costs	4,395	25,424	(21,029)	3,058	22,045	(18,987)
Student Card	-	-	-	-	145	(145)
Foodbank	-	13,637	(13,637)	-	10,779	(10,779)
	72,745	76,960	(4,215)	57,305	91,165	(33,860)

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

10. Media and Promotions

	2007 \$	2007 \$	2007 \$	2006 \$	2006 \$	2006 \$
	Income	Expend	Net Cost	Income	Expend	Net Cost
Handbook & Wallplanner	24,619	31,689	(7,070)	46,114	41,402	4,712
Salient	166,467	328,046	(161,579)	158,302	335,314	(177,013)
Alternative Calendar	-	4,933	(4,933)	4,174	1,895	2,279
	191,086	364,668	(173,582)	208,590	378,612	(170,022)

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

11. Executive

	2007	2006
	\$	\$
Salaries	35,972	32,538
Executive Honoraria and Bonus	47,945	34,439
Executive Activities	24,772	31,067
Executive Grants	2,430	26,701
Elections	14,016	27,391
	<hr/>	<hr/>
	125,135	152,136
	<hr/>	<hr/>

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

12. Team Vic Ltd

Team Vic Ltd
Profit & Loss Report for year ending 31 December 2007

	2007	2006
Income		
General Income	-	-
	<u>-</u>	<u>-</u>
Expenses		
Brand Costs	-	-
	<u>-</u>	<u>-</u>
Current Year Operating Deficit	-	-

Team Vic Ltd
Statement of Financial Position
As at 31 December 2007

	2007	2006
Capital		
Retained Earnings	(7,175)	(7,175)
Current Year Operating Deficit	-	-
	<u>(7,175)</u>	<u>(7,175)</u>
Represented By:		
Current Assets	-	-
Current Liabilities		
VUWSA Advance	7,175	7,175
	<u>7,175</u>	<u>7,175</u>
Net Assets	<u>-</u>	<u>-</u>

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

13. Operating Expenses

	2007	2006
	\$	\$
Accident Compensation	2,529	2,157
Accounting Fees	7,757	33,521
Audit Fees	11,506	9,934
Bad Debts	59,523	12,000
Bank Charges	1,017	380
Computing Expenses	49,190	33,840
Depreciation	28,612	30,463
Debt Collection Costs	-	-
Doubtful Debts	-	-
Equipment Hire	2,226	1,075
Facilities Hire	3,441	-
General Expenses	6,727	1,371
Insurance	2,931	2,504
Internet	21,417	20,790
Interest	301	31
Legal	5,123	7,902
Loss on Disposal Fixed Assets	-	-
Photocopying	8,195	5,248
Postage Freight & Couriers	3,133	1,400
Promotions	10,947	-
Publications	6,240	-
Recycling Costs	252	368
Repairs & Maintenance	1,614	6,371
Rent	8,513	7,889
Salaries	430,687	136,609
Staff recruitment	-	4,729
Staff Welfare & Training	12,602	4,717
Stationery	8,596	9,698
Telephone, Tolls and Fax	12,415	8,662
Travel & Accomodation	1,629	1,222
	<hr/>	<hr/>
Total Operating Expenses	707,124	342,882
	<hr/>	<hr/>

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

14. Capital Commitments and Contingent Liability

There are no capital commitments or contingent liabilities.

15. Subsequent Events After Balance Date

There have been no events subsequent to balance date that effect the financial statements (2006 \$Nil).

16. Ngai Taura Contribution

Ngai Taura has contributed the following amounts to the shared provision of services to Students:

	2007	2006
	\$	\$
Salient	17,953	19,346
NZUSA	7,483	7,312
USNZ	3,289	3,286
Student Job Search	2,400	1,786
Union Building	17,500	0
	\$48,625	\$31,730

17. Club Loans

Club loans are interest free and unsecured.

	2007	2006
	\$	\$
Basketball Club	1,966	-
Hockey Club	11,173	15,000
Victoria University Tennis Club	2,000	2,000
Geology Society	226	226
VUW Boxing Club	1,200	1,200
VUW LSS	-	-
Samoan Students Society	1,000	1,000
Reclaim the Night	250	250
Vic Ski and Board Club	0	4,000
	\$17,815	\$23,676

**VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 DECEMBER 2007**

18. Investment in Subsidiaries

Midori Holdings Limited

	2007	2006
Midori Holdings Ltd - Shares at cost	-	\$100
Percentage Held	-	100%

Midori Holdings was a private company registered under the Companies Act 1993, and was wound up in 2007.

Midori Holdings existed for the sole purpose of obtaining a licence to sell alcohol from the student union bar, this function is now handled by the Student Union.

Team Vic Limited

	2007	2006
Team Vic Ltd - Shares at cost	\$100	\$100
Percentage Held	100%	100%

Team Vic Ltd is a private company registered under the Companies Act 1993.

The purpose of the company is to hold the right to branding and intellectual property for the "Team Vic" brand.

An agreement has been signed with the university agreeing to share ownership of Team Vic Ltd.

19. Artwork

Artwork gifted to the association in previous years was brought into the books in 2006. This artwork was gifted to the VUWSA Trust in 2007 to preserve it. This transfer resulted in a loss on disposal shown on the Statement of Financial Performance.

**VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
APPENDICES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2007**

ADMINISTRATION AND CULTURAL COUNCIL

	2007 \$	2006 \$
INCOME		
Income	-	-
	<u>-</u>	<u>-</u>
EXPENDITURE		
Administration Expenses	908	99
Salaries	-	-
	<u>908</u>	<u>99</u>
TOTAL CLUBS ADMINISTRATION	908	99
GRANTS TO CULTURAL CLUBS		
Adventist Club	-	320
AIIESEC	-	1,020
Amnesty On Campus	916	428
Asian & European Language Club	1,003	192
VUW Christian Club	200	2,630
Chinese Students Association	-	300
Christian Union	665	1,064
Eastside Outside Food Tasting	-	-
Eastside Pool Club	-	-
French Club	1,500	-
Gecko	1,500	-
Geological Society	2,600	1,770
German Club	942	-
Global Philosophy	-	-
Good Food Club	440	-
Greens at Vic	-	1,000
International Christian Fellowship	780	1,596
Interface	-	675
International Student Council	-	1,500
Just Action	240	-
Latin American And Spanish Club	-	-
Law Students International	-	-
Multicultural Families & Friends	-	947
Muslim Students	-	1,000
Samoan Students Association	2,175	-
SCM	-	-
Sci-Fi	40	-
Society For Global Philosophy	-	-
Tongan Students Association	2,000	1,127
United Nations Youth Assoc	-	-
Vietnamese Students Association	350	-
Weir House	2,000	-
W.M.S.O	2,000	-
Workers Party	-	200
Young Nationals	1,233	1,390
	<u>20,584</u>	<u>17,158</u>
TOTAL EXPENDITURE ADMIN & CULTURAL	21,492	17,257
	<u>(21,492)</u>	<u>(17,257)</u>
NET COST OF ADMIN & CULTURAL COUNCIL	(21,492)	(17,257)

VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
APPENDICES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

SPORTS COUNCIL

	2007	2006
	\$	\$
INCOME		
Trust Contribution	-	-
Tourney Income	95,432	39,702
Other Income	31,062	11,432
	<u>126,494</u>	<u>51,134</u>
EXPENDITURE		
Blues Reception	16,309	9,005
General Expenses	597	2,023
Honoraria	1,125	2,000
Tourney Expenses	122,431	74,026
	<u>140,462</u>	<u>87,053</u>
GRANTS TO SPORTS CLUBS		
Aikido	1,175	2,000
Association Football	6,000	5,500
Badminton	1,256	-
Canoe	1,200	1,200
Cricket	5,000	5,500
Debating Society	2,150	1,994
Flying Disc Club	4,305	4,339
Handball Club	1,000	1,080
Hockey	4,700	3,000
Netball Club	-	1,000
VU Rugby League Club	5,263	-
Rembuden Kendo Club	-	2,000
Rowing Club	3,500	-
Sailing Club	1,350	-
Ski and Board	1,800	3,000
Table Tennis Club	-	749
Tae Kwon Do - VUW	1,000	-
Tramping	5,028	2,351
Volleyball	2,000	-
	<u>46,727</u>	<u>33,713</u>
TOTAL EXPENDITURE	<u>187,189</u>	<u>120,766</u>
Net Cost of Sports Council	<u>(60,694)</u>	<u>(69,633)</u>



VICTORIA UNIVERSITY OF WELLINGTON STUDENTS ASSOCIATION INC
APPENDICES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 DECEMBER 2007

SALIENT

	2007	2006
	\$	\$
INCOME		
Advertising	148,514	138,936
Ngai Taura Contribution	17,953	19,365
Other Revenue	-	-
	<u>166,467</u>	<u>158,302</u>
EXPENDITURE		
Administration	44,582	50,097
Commission	27,854	26,947
Depreciation	8,429	8,309
Printing	126,041	114,424
Recruitment	1,115	2,026
Salaries/Honoraria	120,025	133,512
	<u>328,046</u>	<u>335,314</u>
NET DEFICIT	<u>(161,579)</u>	<u>(177,013)</u>



Publications Committee Reform

A White Paper by Geoff Hayward, 2007 VUWSA President

Introduction

The Publications Committee, a permanent body whose responsibility is to oversee the financial position, and strategic direction of student publications including Salient, has been in existence for several years. It is an amalgamation of the three key stakeholders of Salient: VUWSA, who provide the majority of the funding through effectively underwriting debt incurred by Salient, Salient staff, who provides reports to the Committee and feedback on operational, as well as deliver advice on strategic goals, based on their experience, and finally the student body, with a particular reference to Maori students.

This body however, has suffered a number of strategic deficiencies, both ongoing and developing, which not only threaten the capacity of the Committee to function effectively, but also threatens the Committee's capacity to advise the VUWSA Executive, obfuscates the ability of students to know what is going on and compromises VUWSA's position as underwriter, in effect providing Salient with no guidance or leadership, allowing Salient to engage in decisions that have long term impacts on VUWSA.

This document is designed to provoke action. It is by itself however only a document of recommendation, based on experience. This document also includes drafts and templates to facilitate any changes as recommended in this document. It is believed that unless clear steps are taken, the Committee shall find itself "shuffling paper", a dangerous situation considering that Salient relies so heavily on VUWSA currently for support, yet VUWSA at the Executive level (and more importantly the student body as constituents) have little or no idea what is going on.

Upon request by the 2008 Publications Editor Tristan Egarr, I have compiled the following, and I thank him for showing initiative at such a critical time.

Current (and developing) challenges with the committee, and proposed recommendations for change

No clear standing orders or process in decision making

While a standing sub-committee of the Executive, codified in the VUWSA Constitution, there are few rules or process as to how the Committee meetings are to be held including

The (entire) process of how minutes taken, and agendas are organised

Delegating chair people in the absence of the Vice President (Administration) (referred to afterwards as the AVP)

Assigning a secretary to the Committee

Defining whether the meeting is public or closed to the public

The process for removing members who are not working in the best interests of the committee (meant in part for those members who do not attend)

The process for convening a meeting of the committee, particularly on urgent matters.

In practice, the only source of resolving these matters relies on a "gentleman's agreement" between Committee members, but no teeth or disclosure to members, there is clearly going to be, and has been inconsistency in the process. Currently the responsibility of the meeting process lies with the chairperson. Considering that on some matters, there can be disagreement, the chairperson's role can be compromised by their own personal position, and connections to the board members.

I have submitted a draft series of standing orders, which go to resolving these issues. I believe that the surest way to resolve this matter is incorporating these standing orders into Schedule 3 of the VUWSA Constitution.

I furthermore recommend that the Charter be amended to the following:

..."one person appointed by the Publication Editor, on the recommendation of the Salient Staff..." [Amendment underlined] This is to allow an independent voice of staff members on the panel, one who ensure that reports on staff by the editor are accurate, improving transparency.

Lack of reports to the Committee

No governance body cannot act without knowing what is going on at the operational level. As such, the Charter requires the Editor to provide monthly reports to the Committee. These have been in the past infrequent, and verbal, meaning that no record is kept, and no long term analysis can be conducted, no assumptions verified and all strategic decisions being at best a "best guess". In addition, it is left to the AVP to provide the records, and these are made infrequently, incomplete and indecipherable to the Committee.

I propose that reports to the Committee:

Be written, but no shorter than one page, and no longer than two pages in length (unless exceptional circumstances warrant it. These circumstances shall be approved by the chairperson in advance of presenting the report)

Cover the following topics: Staff appointments and changes, number of issues published, Website Traffic (graphed and averaged for the issue period as well as by month, number of comments on the website, number of times material exclusive to the website is posted (including blog entries), number of ads each issue published, revenue generated each issue, number of issues remaining at the end of each publication week (rounded to the nearest 100), staff hours worked (in total, including overtime), Total number of pages relating to VUWSA (e.g. Presidents Column, Eye on Exec, Activities, Team Vic Pages, Columns by Executive members, Advertisements) by issue during the period, and any useful operational matters that have occurred in the period, which may have long term costs (i.e. depreciation)

Also contain a financial report with a brief written summary of variances to budget greater or less than 5% of the budgeted accounting lines for the period.

Be presented to the Chairperson, for inclusion into the meeting agendas, and sent out in advance

In subsequent years, comparisons should be made on several of the above criteria. A template format of a report is presented. A practical problem in this is the inability of the Publications Editor to receive this information. The editor should be working closely with the Sponsorship and Advertising Manager, their distribution staff as well as the VUWSA Accounts Clerk, in getting this information presented. The Chairperson's role should be making sure that this report has been compiled by the editor.

Finances

As alluded to earlier, Salient has recently run at a tremendous financial loss. In 2007 that loss was budgeted at approximately \$100k (at least a 20% improvement on the previous year). In the 2007 Budget setting round, observations by advisors from Horwath (paid for by the VUWSA Trust) indicated that there was "little fat to cut". Increasing costs for labour mean that without cuts to other areas, or increasing revenue, the overall quality of Salient will be compromised in future. There will always be a debate between editorial independence and fiscal realities. I believe that no Publications Editor truly believes that they can get away without putting any advertisements in Salient, but they would also agree that VUWSA has a responsibility to fund a vital student publication (or underwrite it, as it currently is). Obviously, their inclusion on the Publications Committee is a concession for the underwriting of Salient, and should VUWSA choose in future to switch from an underwriting position, to a sponsorship or purchase arrangement (where VUWSA pays Salient to advertise, buys copies or Salient, or both) must consider the re-composition of the Committee (and it's reporting lines). Obviously this should be seen as a last resort, should VUWSA find itself unable to maintain its position as underwriter (for reasons that may include tremendous financial pressures or the implementation of VSM)

I recommend the following must be enacted:

An immediate review of the Advertising rates, and the rate card

A review of the printing format, with the intent to find a cheaper and more environmentally friendly publisher, and with flexible print numbers, so as to avoid over production of selected issues

Immediate incorporation of web based advertising, either in house (to be coordinated by the Advertising and Sponsorship Manager, with the Designer and Web Company) or through a third party, with the terms to be recommended by the Committee for approval by the VUWSA Executive.

A strategic plan is written and approved, with a three year window, with one focus being a reduction in its overall financial loss (not to zero, but perhaps 20%) by the end of the period.

Institutional Memory Loss

Like VUWSA, the Publications Committee undergoes a considerable level of turnover each year. Experience and knowledge is lost whenever new people replace old members. This is only to the detriment of the Committee, Salient, VUWSA and the students as the ultimate stakeholders.

The knowledge accumulated is sometimes known as INSTITUTIONAL MEMORY, but can also be known as tacit knowledge. It is knowledge accumulated through being involved; doing, rather than listening. However most of this knowledge never gets passed on, and so one has to learn it over again.

In 2008 VUWSA Executive members were issued with an updated executive handbook, detailing key principles of their role, descriptions of the staff members, a plethora of information on effective decision making, history, structure and rules. I recommend that a similar booklet be created. It should be commissioned by the Committee and the responsibility of the Chairperson to issue all incoming members a copy of this document before they begin their term. This document would also serve to entrench the implemented changes as recommended in this white paper. The Committee should consider people from outside the Committee to compose the document, but it should also consider that if this book is made in-house, costs can be minimised.

Staff Disputes, and lines of responsibility

In 2007, a number of staffing disputes involving the editor occurred. While the Role Description identified the VUWSA President as employer, they are also responsible to the Committee. Therefore it is difficult to ascertain the borders between Publications Editors responsibilities to the President and the Committee. Likewise, it is uncertain as to the nature of disputes that the Publications Committee may be called upon, as permitted in the Charter. It is my opinion that the Committee was to set and assess the performance of the editor, as it is the Publications Committee who nominate the employment panel for the Publications Editor, and they are also supposed to set, and ensure that any strategic goals are being achieved by the Editor. But a Committee based approach to resolving employment disputes is dangerous in breaching "good faith", a key principle of all employment relationships, and that any employment matters should be handled by the President as employer. Performance issues should be reviewed by the Committee, and they should advise the President on whether further action is necessary.

However, if the dispute involves the President, or it is believed that an employment dispute has been compromised by the Presidents involvement, the Committee should be informed, and the Secretary of the Association (currently the Vice President (Education)) shall handle the matter.

Because this is not made clear, some provision must be made to explicitly state the role of the Editor, and thus I recommend:

- That the charter be reviewed to either amend, or omit the provision for disputes between staff and the Editor, in consultation with the Staff Employees Union
- That the Charter be amended to define the role of the Publications Committee in regards to the review of the performance of the Editor, and that Employment matters handled by the Executive (via the President), and where the Committee believes that performance has been unsatisfactory, they shall advise the President for action.
- The Committee, in conjunction with a review of the Role Description of the Editor, create a list of criteria, based on the reports suggested above, to assess performance of the Publications Editor. This should not come into force until the new editor is appointed, and be added as an appendix to the Role Description.

Staff training and transition

The Publications Editor is responsible for a number of staff employed under them. Normally the role does not usually become filled with a candidate with sufficient experience in HR management. Staff turnover is also very high. Editors are not just writers, but managers and employers, and this sometimes means that priorities depending on the Editor could mean more of a focus on editorial content and contribution to copy over managerial responsibilities. Simple tasks are neglected, and combined with the loss of institutional memory mean that over time, the managerial capacity of the Editor is reduced, to a point where staff is neglected. The Committee should be mindful of this as a major issue in the management of Salient. However, training, support, and clearer guidelines should help reduce this.

I therefore recommend the following:

That the Publications Committee consider in the annual budget, training for the Publications Editor during the year in basic employment relationship management, financial management and time management training, and incorporate accordingly into the budget.

That the Publications Committee be reported on reviews and changes to any employee role description changes for staff members employed under the Editor.

That the incoming Editor be given more time in the months before the start of the Salient Publication period to get up to speed on the management of Salient.

That the Publications Committee commission an ex-temporal document for incoming Editors and Salient staff members on the role of the Editor, key principles and processes, and issued to the incoming Editor.

Administrative Support

As mentioned above, the Editor is a contributor, content editor, manager and employer. There is a lot of work that does not directly relate to the presentation of Salient, but does help its smooth operation. These tasks can be better handled if taken on by administration staff/volunteers. Ideally if Salient could afford a paid employee to handle the administrative details, allowing the editor to concentrate on the publication itself, it would be beneficial. However, some tasks could be taken on by the VUWSA administrative staff (pending a general agreement with the staff and employer in advance) with some economy of scale. Tasks like pay sheets, stationary and consumable orders, keys, accounts receivable would easily fall in this category. I recommend that:

The Committee work with the VUWSA President (As employer), the VUWSA administrative staff and the Publications Editor to share the administrative duties, decoupling them from the Editor.

The Publications Committee investigate the costs and benefits of the provision of a part time administrator for Salient.

Salient as a News Provider

While not in the purview of the Publications Committee, it should be considered, particularly from the VUWSA perspective, of informing the student body of decisions made by the Committee. While it is hardly as seductive and entertaining as "Eye on Exec", the student body has a right to know of the decisions being made, and can only help to improve VUWSA's constitutional commitment to transparency as a democratic organisation. It could be argued that by getting more information of this type in Salient helps students understand how important VUWSA is for students, and could improve the low turnout rate during VUWSA elections. I urge that Salient report on the recommendations and decisions made at the Publications Committee.

Appendices

Proposed Publications Committee Standing Orders

Meetings shall be convened by either;

automatically at the time and date, as noted in the minutes of the previous Committee meeting (and chaired by the convenor, or by notice of the convenor, no less than seven (7) days before the date of the meeting, or by notice given to the committee, by no fewer than four members of the Committee, ideally but not necessarily, no less than seven (7) days before the date of the meeting

Meetings shall be quorate when the number of voting members present is no less than four (4), including at least one of the student members elected.



The convenor shall chair the meeting, unless they are absent, in which case, those present shall agree in advance of the meeting to appoint a chairperson, and a motion passed by simple majority before advancement of the said meeting's agenda.

At the first Committee meeting of the Calendar year (or at the next Committee meeting if the position is vacant), the Committee shall appoint a secretary to the Committee. The Committee may appoint any person, but it shall not be the VUWSA President, Publications Editor, or the staff member appointed by the Editor.

The Secretary shall take the minutes of the meeting, and will on behalf of the convenor organise and distribute the agendas to the voting members of the Committee. Meeting agendas shall be distributed to the voting members of the Committee no later than 24 hours before the date and time of the meeting.

A secretary may be removed by the Committee, after a motion to that effect is passed by simple majority.

The Meeting shall be held in public, with speaking rights automatically granted to all members with voting rights. The Committee may grant speaking rights to any other person present, after a motion to that effect is passed by simple majority. No other person shall be heard by the Committee.

All motions in the Committee shall be passed only by a simple majority. The Chairperson shall have a casting and deciding vote.

Publications Committee Management Report Template

To: Publications Committee

CC: []

From: Publications Editor

Date: [Date]

Re: Management Report for period [Date] to [Date]

General Comments

[Put in any useful operational matters that have occurred in the period, which may have long term costs (i.e. depreciation, controversial articles, and legal matters). Keep in simple and brief]

Staffing

[Include any staff changes, total hours worked by all salient staff, including overtime for the period]

Production Statistics

[Number of] editions published during period (i.e. 1 publication week = 1 edition)

[Estimated Number of] issues remaining at the end of each publication week (e.g. of each edition, rounded to the nearest 100)

Website Traffic (graphed and averaged for the issue period as well as by month)

[Number of] comments posted on the website

[Number of] times material exclusive to the website is posted (including blog entries)

[Number of] ads each issue published,

[Total cumulative number of] pages with advertisements (for each edition)

Total revenue generated each edition

[Total number of] pages relating to VUWSA (e.g. Presidents Column, Eye on Exec, Activities, Team Vic Pages, Columns by Executive members, Advertisements, VUWSA affiliated club articles) by edition during the period.

Commentary

[Briefly comment on the data above, if below expectations detail what is being done to rectify, or provide explanations]

