

NZUSA ANNUAL REPORT 2011




NZUSA

NEW ZEALAND UNION OF STUDENTS' ASSOCIATIONS



JOINT STATEMENT FROM THE LABOUR, GREEN, MĀORI, AND MANA PARTIES ON ACT'S BILL TO END UNIVERSAL MEMBERSHIP OF STUDENTS' ASSOCIATIONS.
28 SEPTEMBER 2011

We believe that ACT's bill to end universal membership of students' associations is unnecessary, destructive, and an ideological solution in search of a problem.

We strongly support a practical and balanced solution as an alternative to ACT's Bill. Specifically, we support a Kwisaver-style scheme that would:

- automatically include students in their students' association
- allow students to easily opt out of membership at any time
- and give a refund for an opt out within the first four weeks of study

This is a far more enduring legislative approach than the Bill in its current form.

There are also many changes that could have been made to the current Bill. These include:

- extending the implementation date to 1 January 2013
- providing transition funding or financial assistance for institutions
- allowing students to have the final say on this issue through referenda on their campus

These reasonable changes would ensure students' associations are not entirely undermined by ACT's Bill.

We believe that National and ACT have acted unreasonably in:

- ignoring 98% of the 4800+ submissions received by the Select Committee
- ignoring the strong evidence and submissions showing the impacts of this Bill, and in
- voting down the numerous amendments that have been proposed to mitigate the negative impacts of this Bill.

If the Bill is passed, we will seek to repeal this legislation when we are in a position to in Government.

We will improve the law to ensure strong student services, independent accountable students associations, and easier opt out provisions for students

Signed:

MP David Shearer MP Gareth Hughes MP Rahui Katene MP Hone Harawira
David Shearer *Gareth Hughes* *Rahui Katene* *Hone Harawira*

On behalf of the Labour Party On behalf of the Green Party On behalf of the Māori Party On behalf of the Mana Party



**DEMAND!
A BETTER
FUTURE!**

NZUSA Elected Representatives

David Do (Co-President)
Max Hardy (Co-President)
Caitlin Dunham (National Women's Rights Officer)

NZUSA Federation Office Staff

Karen Price (Researcher and Policy Analyst)
Shona Jowett (Campaigns Coordinator)

NZUSA Federation Executive member associations

Sumire Tachibana (Albany Students' Association)
Kylie Jefferies (Association of Students at UCOL, ITP Caucus chair)
Joe McCrory (Auckland University Students' Association, University caucus chair, associate member)
Ivy Harper (Lincoln University Students' Association)

Ralph Springett (Massey Extramural Students' Society, associate member)
Dana Moran (Massey Wellington Students' Association – Jan-Feb)
Alex Hema (Massey Wellington Students' Association – Mar-Dec)
Kent Gearry (Massey University Students' Association – Jan-Oct)
Alex Jones (Massey University Students' Association – Oct-Dec)

Michelle Fidow (Otago Polytechnic Students' Association)
Harriet Geoghegan (Otago University Students' Association – Jan-June)
Logan Edgar (Otago University Students' Association – July-Dec)
Myles Watene (Students' Association at Waikato Institute of Technology)

Seamus Brady (Victoria University of Wellington Students Association)
Mike Katipa (Waiariki Institute of Technology Students' Association)
Deni Tokunai (Waikato Students' Union)
Kevin Setefano (Weltec Students' Association)

Accountants Curtis Mclean
Auditors BDO Spicers
Lawyers Kensington Swan
Bank Bank of New Zealand

Physical Address

Level 3, 354 Lambton Quay, Post Office Box 10-191
Telephone (04) 498 2500, Fax (04) 473 2391
Website – www.students.org.nz

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A note on the photos on the cover page:

Top row: Photos of student rallies in Wellington (August) and Parliament (September 28) against Act's bill to end universal membership of students' associations.

Bottom row, left to right: Photo from Parliament student rally – the 98 orange balloons symbolise the 98% of the almost-5000 submissions against Act's bill – the 2 balloons symbolise the 2% in favour; Multi-party pledge signed by Labour, Greens, Māori, and Mana parties on September 28 to repeal Act's legislation and replace it with a better enduring solution in future; the Beehive – executive wing of the New Zealand government; our 'Demand A Better Future!' campaign logo.

Introduction

The New Zealand Union of Students' Associations is the national voice for tertiary students.

We are a representative organisation that exists to advance the political, social and economic interests of students by giving them a national voice and supporting their local students' associations.

This Annual Report will survey NZUSA's key activities in 2011. It will highlight NZUSA's continuing work and achievements, as well as canvass some of the major trends in the tertiary sector affecting students.



David Do
Co-President
2010-2011

Caitlin Dunham
National Women's
Rights Officer

In 2011 we were a strong national voice and we put the organisation on a sustainable foundation for the future despite significant external and political challenges.

As well as our ongoing activity, our work focused on three main areas:

- fighting Act's bill to impose the end of universal membership of students' associations;
- campaigning to mobilise students to 'Demand a Better Future' in the general election;
- and implementing significant NZUSA internal reform.

The passage of Act's bill in late 2011 was a significant and devastating loss for the student movement. If left in place, this legislation will lead to a decline in organised student representation, and undermine the many benefits that decades of student representation and opportunities have contributed to New Zealand. However, the bill was pushed back far longer than anyone had anticipated, and we certainly did not go down without a fight.

Towards the end of the year, our work focused on the transition to a new era for student representation and for NZUSA. Without strong leadership and collaboration, we would have faced a significant risk of organisational collapse. Fortunately, our successful engagement and consultation with members on NZUSA's future allowed us to reach consensus and to lay down a foundation for the future within tighter funding constraints.

We maintained our advocacy for high quality accessible public education for all, and we reclarified and remained true to NZUSA's principles and goals. Our 'Demand A Better Future' campaign also effectively captured and linked the issues affecting students to the broader policy issues affecting New Zealand.

We hope our work in representation, campaigning, and reform has laid a foundation that will pay dividends for the student movement in the future. We are proud to have done the best we can despite the onerous circumstances we faced.

NZUSA's goals and objectives

NZUSA reclarified its vision, mission, and objectives to better describe our work and our goals for students and education. These were reaffirmed in the new NZUSA Constitution passed in December 2011. A comprehensive Annual Plan was also developed and adopted by members to guide Federation office activities in line with NZUSA's strategic direction, member feedback and priorities, and past operating plans.

NZUSA is the national voice for tertiary students

Our **mission** is to be an influential, informed and principled pressure group representing the interests of tertiary students

Our **vision** is for a tertiary education system that is accessible and enables all students to improve their lives and contribute to the social, cultural and economic success of our communities and society.

Our Values

Membership Driven	Focused on Tertiary Education and Student Welfare	
Research Based	Collective Strength	Student Focused
We will act	We recognise	
consistently with the principles of Te Tiriti o Waitangi	Te Mana Akonga as the autonomous and parallel representative organisation for Māori tertiary students	Tertiary Women's Focus Group as a forum for women students to express their issues and concerns

Our Goals

NZUSA and local students' associations are influential, visible, principled and informed	tertiary students are well represented and supported across the tertiary sector	adequate levels of student support and support for achievement
outstanding student experiences and learning environments	world-class learning and teaching practices	equitable access and no unfair barriers to education
students are valued members of an academic community that contributes to the creation and dissemination of knowledge		

Our main 2011 objectives

Conduct a visible and effective election campaign to 'Demand a Better Future' - highlighting education and student issues	Increase NZUSA visibility and presence amongst students, their representatives, and the general public	Work to maintain NZUSA operations and secure the organisation's long term sustainability
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How we work towards our objectives

Facilitating National Representation		Building Strong Associations
Committees	Campaigns	Networking and Training
Media	Research	National Collaboration

Key tertiary issues in 2011

The major issues NZUSA was involved with can be grouped broadly under two headings: access and support for students, and the quality and responsiveness of the tertiary system.

Access and Support for Students

The ability for anyone, whatever their ability, income, or location, to access tertiary education continues to be a priority for NZUSA. Several issues and trends have emerged that have negatively affected access, and it is likely this will persist for the next few years.

Student Loan Scheme

The government's drive for 'value for money' meant excluding those deemed not worthy of proper support during their studies. Further restrictions on loan access will affect who is able to access tertiary education, reducing choice for many.

Budget 2011 removed borrowing for course costs for part time students, and students over 55 also lost the ability to borrow for living costs. These moves will make it harder for students to change careers, up-skill, or retrain. Older students who work part time and those with families will be particularly affected. Many part time students face the same costs as full time students – such as travel, technology, text books, and childcare. Many part timers are almost on a full time study load, leaving little time for paid work to supplement their studies. Further, some students are part time due to circumstances and not simply by choice. They should not be punished for this.

Feedback from our members indicated that prospective and current students are deciding not to enrol or re-enrol due to the changes. In the current climate of high unemployment and limited work opportunities, it would have made more sense to offer increased opportunities for education and training and take advantage of these future graduates to better equip the workforce.

The impact of Budget 2010 student loan changes is also coming through. The New Zealand Medical Students' Association (NZMSA) shares our concerns that the 7 EFTS lifetime loan limit will limit future study pathways for those who begin at foundation level study and progress through the system, and for those in long programmes such as medicine. Feedback from associations indicates that permanent residents are increasingly considering how they can self fund study, get funding from other sources (bank loans, family, friends), or not study at all. These are not easy circumstances for what are often vulnerable groups already.

The freezing of the student loan repayment threshold until 2015 locks in an already low repayment threshold by international standards, and further increases pressure on graduates who will see this threshold drop in real terms.

2012 will also see a move to student loan repayments based on pay period, rather than annual income. NZUSA was concerned that fulltime students who work during summer would be unfairly caught up in this and be required to pay more even though their annual income falls below the repayment threshold. We advocated that they should be automatically entitled to an exemption, but instead students will have to apply. Making students aware of this new policy should be a government focus in early 2013.

Student Allowances

Student allowance eligibility continues to fall in relative terms. Actual dollar spending on allowances is projected to fall over the next five years, based on the assumption of no policy changes, economic recovery, and demographic changes. We will see increasing reliance on the Student Loan Scheme and continuing issues with the accumulation of student debt if parental income thresholds and the means-testing age cut-off are not fairly addressed. 2011's loan changes also increase inherent age discrimination in the student support scheme, in addition to the current age-related means-testing for student allowances.

Entry into education

Managed enrolments

Universities maintained a system of 'managed enrolments' despite the rising student demand seen in 2009 and 2010 dropping off considerably in 2011. Official Information Act requests by NZUSA to eight universities found at least 1000-2000 potential students had been turned away from university study. These people could be in education if the funding was in place. Changes in student support alongside changes to enrolment schemes may have also increased self-selection out of applying.

University Entrance and Special Admissions

The review on University Entrance was completed by introducing higher minimum entry standards to degree level study at universities from 2014 (now level 3 NCEA, with increased literacy and numeracy requirements). While claimed to be in the interests of lifting entry standards and improving the quality of new students, there are concerns this could disadvantage Māori and Pasifika students, and those in lower socioeconomic areas. This could help reinforce the inequality of outcomes we see in parts of the compulsory sector. A review of Special Admissions (open entry for over 20s) was deferred.

Canterbury earthquake

The 2010 and 2011 Canterbury earthquakes had a significant impact on students and education in the region. Associations fundraised and helped with recovery efforts and we advocated for students' educational and welfare concerns. NZUSA advocated that students who stayed in Christchurch should not be disadvantaged, and that students who decided to study elsewhere instead should not be disadvantaged.

Universities were not as supportive as polytechnics in helping students transition or move their studies, with some citing enrolment caps as reasons for declining applications. Resolutions were achieved for some students to continue with their studies after public pressure from NZUSA.

The future of affected institutions is of concern, and it looks increasingly likely they will be substantially downsized or 'reshaped'. This would mean some students will lose out and some courses or programmes may be lost altogether.

Students' welfare, employment, and accommodation needs in Christchurch will be an ongoing issue. Housing is in short supply, with many homes damaged or destroyed and demand for rental accommodation going up. Likewise, businesses were struck hard and many jobs were lost, especially in the central city and in the hospitality and retail sectors.

NZUSA endeavoured to keep in touch with students at Lincoln and at other Canterbury institutions, however we were limited in our ability to advocate and assist students at non-member associations.

Quality and Responsiveness of the Tertiary System

On balance, it is disappointing that continued government inaction and inadequate policies continue to threaten the continued quality of New Zealand's tertiary education system and the responsiveness of tertiary institutions to students.

Funding and Fees

Overall the government failed to show its commitment to properly invest in education, ensure fair access, and tackle student debt. Overall funding to tertiary education continued to decrease. Any apparent increases were due to savings and diversions elsewhere within the tertiary portfolio.

2011 was the first year fees came under the Annual Maximum Fee Movement (AMFM). It is disappointing that maximum fee caps have gone, meaning all fees can now rise by 4% (the AMFM for 2011). This means high-fee courses such as medicine, veterinary science, and outdoor recreation will become more expensive. Still, the new policy is a welcome continued commitment to fee regulation.

Voluntary Student Membership (VSM)

The Act party's Education (Freedom of Association) Amendment Act was passed in late September 2011, making all membership of associations voluntary from 1 January 2012. This legislation to impose the end of universal membership was the most significant attack in years on student voice, representation, and services, and on the independence of student organisations. Act's bill was unnecessary and destructive - an ideological solution in search of a problem.

The bill's passage will lead to decreased student services and representation, and compromise the ability of students to meaningfully contribute to institutional quality assurance and enhancement processes. This attack on valid association and representational structures will make it harder to foster leadership and other opportunities for students, and for institutions to remain engaged and responsive to their most important stakeholders.

The bill's late passage, lack of transition funding, and late introduction of Student Services Levies regulations led to a period of stress and unease for associations and institutions. Some associations were eventually able to broker arrangements with their institutions to fund continued provision of student services and where possible allow for membership signups. However, this is a mixed picture nationwide and the future is still uncertain for many associations in an environment of constrained funding and increasing pressure on student services.

Student Services Levies

New guidelines were developed in late 2011 to increase government control and institutional responsiveness over these levies. The guidelines did address genuine concerns over high and often unjustified levy increases in recent years, however their late finalisation created some implementation difficulties for both institutions and associations.

NZUSA was successful in lobbying for significant improvements after the draft guidelines originally excluded many of the services offered by associations. Funding provision for student clubs and societies, sports activities, social and academic events like Orientation, and representation for students, were all added in and were crucial to ensuring the survival of such services in a VSM environment.

The inclusion of student representation on boards overseeing the collection, use and monitoring of levies was a welcome and important feature of the new system. This was based on the success of recent examples of increased collaboration between institutions and associations.

It was also acknowledged by government that the VSM bill's passage would have flow-on impacts on these levies and student service provision. Most institutions have increased their levies, often by more than the amount of the previous association fee, confirming that many students will be paying more for less. Many associations would become reliant on funding from institutions (largely from Student Services Levies) to continue.

Performance Information

Students need and welcome useful, accurate, and appropriate information as they make important educational decisions. Several complex and diverse factors influence student choice and decision-making, and making informed choices is particularly important in a high cost, high debt environment.

The TEC's annual release of 'educational performance information' (institution-specific statistics on completion, qualification, progression, and retention) only provides a small part of the picture. The statistical information leaves institutions to provide context and individual students to ask questions. This is highly inefficient and impractical, and does not meaningfully assist in student decision-making. These statistical releases fall short of providing the 'one-stop shop' of comprehensive, meaningful and independent information that students need and deserve.

Fighting attacks on student representation

Introduction

Students' associations exist to represent the views and serve the interests of tertiary students. They are vital community institutions which help ensure a fair deal for students, hold institutions to account, drive a focus on quality teaching and learning, provide a wide range of services and activities, and help foster student life. Students' associations improve and enhance the quality and experience of tertiary education.

Students' associations have fostered and are part of a rich history and legacy of opportunities, voices, movements, cultures, fun, and leadership. Generations of students have enjoyed the services and opportunities provided by associations, and in 2011 we continued the campaign to stop this being taken away from future students.

The campaign against Act's bill to end universal membership lasted more than two years and garnered significant support. Over the course of this campaign so many people wrote in, spoke out, participated, submitted, mobilised, protested, rallied, talked to fellow students, the public and MPs, and helped other students stand up for their voice in tertiary education.

Their voices joined thousands of perspectives and arguments against the bill that came from students, parents, graduates, universities, polytechnics, unions, community groups, Māori, and more across New Zealand and from overseas. There were almost 5000 submissions on this bill and an overwhelming 98% opposed it.

The debate was elevated to the highest levels of political office and highlighted the issues to the public. We did win the argument against this bill in the community, and indeed inside some quarters in government.

The campaign against the bill covered three key areas: parliamentary process and lobbying; campaigning, media, and publicity; and seeking solutions.

Parliamentary process and lobbying

Opposition MPs continued to reflect the widespread sentiment against the bill by holding up progress as much as possible on each Member's Day and at committee stage. NZUSA also continued its presence and encouraged student attendance at all parliamentary debate sessions, as it had at all Select Committee hearings in 2010.

We continued to lobby National MPs throughout the year, and continued to press the case about the impacts this would have.

There was particular emphasis on pushing to extend the implementation date by one year to January 2013. There was broad sector concern about the very limited period to prepare for such a significant change. Extending the implementation date would have provided much needed time to adjust and confirm funding arrangements and ensure students could be adequately consulted on proposed changes. Many institutions and staff joined student representatives in voicing these concerns to MPs and the Tertiary Education Minister.

We also highlighted the British Conservative government's approach to students' associations. The Conservative Party was able to achieve a balanced enduring solution with cross-party support in the 1990s. Their law is well-regarded and gives students freedom of association whilst strengthening students' associations.

More recently, the role of associations in being an independent advocate for students, and in ensuring quality education and responsive institutions were specifically part of that government's tertiary reforms. The Conservative Minister for Universities also praised the wide-ranging contribution of students associations in a recent speech. We felt that many of the sentiments expressed were applicable to New Zealand too.

Campaigning, media and publicity

Students care deeply about the quality of their education, the services they receive, and the independent representation they need and deserve. Students nationwide showed their anger at a bill which would wreck a lot of the services, experiences, and facilities that students use, need, and enjoy on a daily basis.

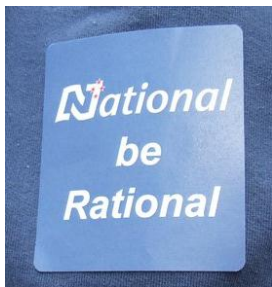
Activities to rally students and raise awareness increased significantly in the second half of the year as member associations and students led actions and protests. Rallies against the bill were held across the country in the months and weeks leading up to the bill's third reading. Highlights included:

- The president of the Otago University Students' Association locked himself in a 'Presidential Prison' for several days to make the point that students could be locked out of representation, advocacy and services if the bill passed. His cage was linked up to a 24 hour a day 'Happy Feet' style webcam.
- Hundreds of students protested the Prime Minister when he visited Otago University in August.
- Lincoln students rallied several times including at the 'Garden Party' on their last day of classes.
- Dunedin's student-owned 'Radio One' had a week of silence to protest a proposal to sell or disestablish the station as part of possible cuts under VSM.



Photos from Otago University protest against Prime Minister John Key, 5 August





Photos from Wellington rally outside National party conference, 13 August

- Some student magazines also similarly followed suit, drawing further public attention to the Bill's impact on student media.
- Auckland students rallied against the Prime Minister and called on him to visit their association to see how VSM was actually (not) working. Large protests also included a peaceful occupation of the Business School.
- Students protested outside the National Party conference in Wellington, and significant numbers turned out for a Parliamentary rally on the day of the Third Reading.

These events were fun and got the message across, raised media coverage and public awareness of the issue, and helped continue momentum against the bill right up to its Third Reading. NZUSA continued to be a strong presence arguing for sensible solutions and pragmatic compromise, as well as pointing out the negative impacts of the bill.

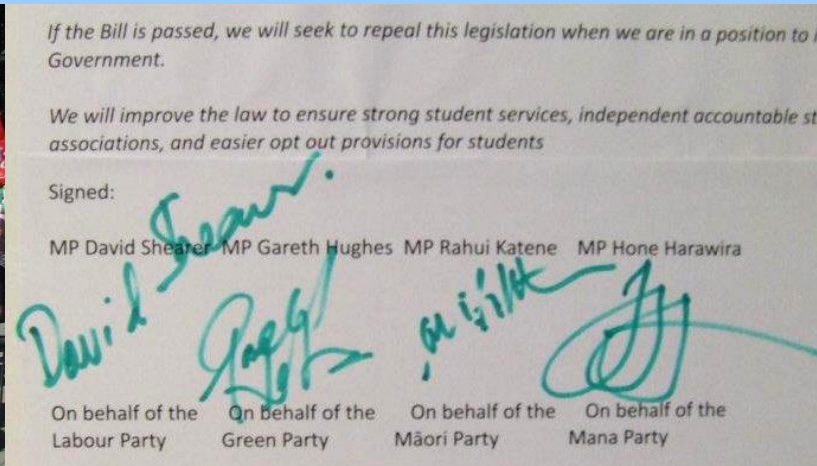
Student representatives from virtually all universities and polytechnics also sent an open letter to the Prime Minister urging him to amend Act's bill so that students can determine this issue on their own campuses through referenda. We believe it is reasonable and fair to give students the final say on proposals that have been passionately debated, are of significant interest, and will directly affect them, their education, their services, and the representation they have on their campus. We also pointed out that students voted nationwide on this issue in 1999 after legislation creating the current law was passed under National in 1998.

Seeking solutions

Students and their representatives have always been open to improving and enhancing current provision to ensure strong student services, independent representation, and better choices for students. There have always been many ways to improve student services and representation through practical balanced solutions.

NZUSA pursued fair alternatives to the bill. We took every opportunity (however slim) to change the course of the bill or even defeat it while it was still in the Parliamentary process.

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Photos of Parliament Rally on 28 September, and of signed multi-party pledge to repeal VSM

In particular, we put forward a reasonable and balanced ‘easy opt-out’ scheme that sought to constructively address concerns with the current system while ensuring students continued to get good services and representation. It would have improved the current law and provided an enduring solution.

Its main features were to automatically include students as members in their association, allow students to easily opt out at any time, and to give a refund within the first four weeks of study. The current law already allows opt out by conscientious objection and financial hardship, so our proposals would have simplified this process further. Membership processes would be administered and promoted by the institution rather than the association, and associations would improve their governance and operations through a code of practice for democracy and accountability.

We reached consensus from all member and most non-member associations on proposing this to the Tertiary Education Minister in late 2010. Similar proposals were also put forward by some submitters during the select committee process, and the Education and Science Select Committee had reportedly considered alternatives similar to this last year.

During the Committee Stage, we worked with all parties to seek ways to, at the very least, make the bill less damaging. This involved drafting up many amendments (or Supplementary Order Papers). Some of these proposals are detailed in the sidebox.

Unfortunately, no amendments or alternative proposals were adopted by the government even though many government MPs, including the bill’s sponsor, were sympathetic and understood their merit and necessity. Multiple reasonable amendments to the bill were voted down (thirty were voted down in Parliament and four were financially vetoed).

Despite this, we reached a cross-party political consensus on supporting our proposals as the best way forward. At a rally at Parliament on the day of the bill’s Third Reading in late September, the Labour, Green, Māori, and Mana parties signed a pledge to:

“seek to repeal Act’s legislation when we are in a position to in government, and to improve the law to ensure strong student services, independent accountable students’ associations, and easier opt out provisions for students.”

Conclusion

The bill's passage was a sad and difficult time for those who care deeply about students, and for those who have, are, or will continue to be involved in tertiary education and students' associations.

The government had multiple opportunities to support a reasonable enduring solution so that freedom of association was actively supported and so that associations can continue the valuable work they do for students every day. Instead, they put students' representation, advocacy and services under threat by continuing to support Act's extreme and destructive bill.

The government showed none of their supposed pragmatism, instead choosing to prop up an extreme ideology and a discredited political party rather than making an enduring piece of legislation that all sides of the debate could support.

National did not campaign on a platform to fundamentally alter students' associations and the student experience at our universities and polytechnics. They broke a promise they made at the 2008 election when they committed to the current law - which itself was a compromise made in the late 1990s under a National government which had worked well up to now.

A political deal was also apparently made in spite of overwhelming opposition, evidence, community and student anger, and negative impacts on education and the tertiary sector. The government reportedly made a deal for the libertarian-based Act Party to support enabling retrospective covert police surveillance in exchange for passing this bill.

This legislative change is not sustainable in the long-term. Many students and campuses will see their associations eventually collapse under the new system. Others will see associations downsized, dependent, and beholden to tertiary institutions.

Furthermore, we have strong political support from several parties in Parliament to 'repeal and replace' this legislation if there is a change in government and to work for balanced enduring solutions.

We could have resolved this issue fairly and forever if National had adopted a balanced alternative to Act's extreme bill. If the student movement sticks to its principles, then 2011's parliamentary vote will not stop this issue from becoming a political football again and it will not mark the last word on this matter.

Other solutions put forward by NZUSA

As well as the 'easy opt out' scheme as an enduring solution and extending the implementation date to 1 January 2013, several other proposals that were put forward by NZUSA and others that would have made the bill less unfair and less damaging. They included:

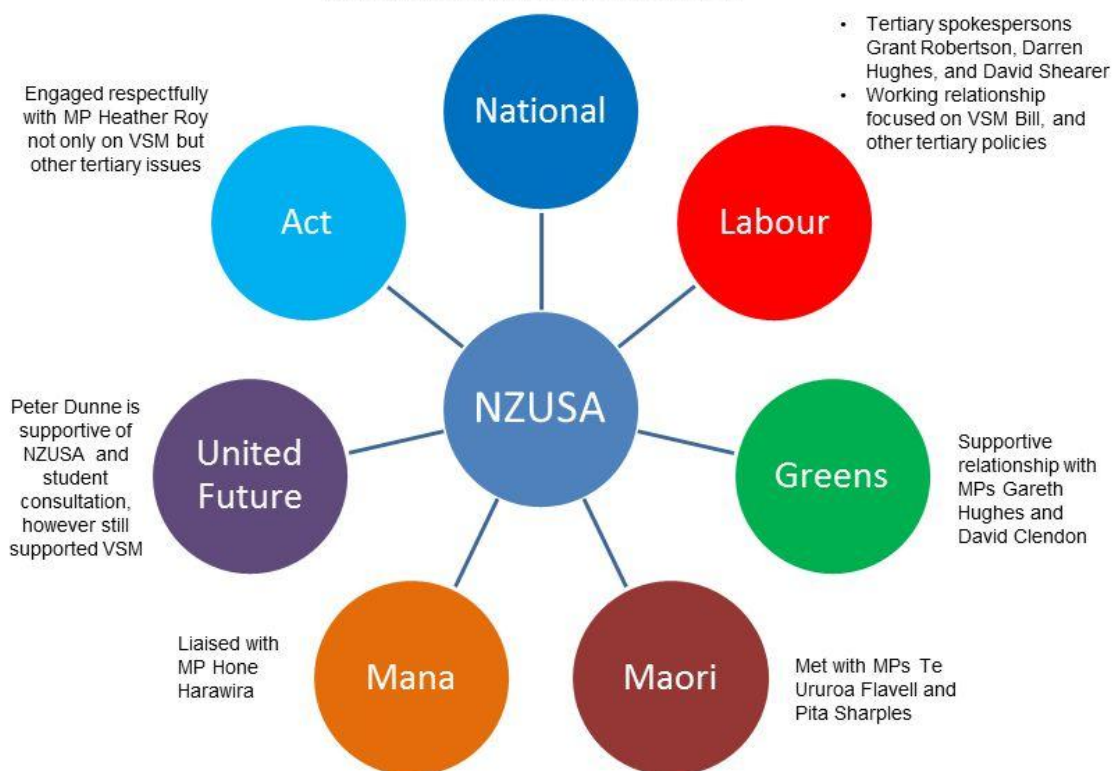
- providing tertiary institutions with transition funding to carry on providing services previously provided by associations if they collapse under the new system (financially vetoed in the House).
- allowing students to pay their association fees with student loans (financially vetoed in the House).
- allowing students to have the final say on this issue through referenda on their campus
- allowing a levy for autonomous representation and advocacy which benefits all students
- the Ministry of Education reviewing the effects of the bill after five years
- allowing advertising of the services and benefits of association membership
- ensuring future membership processes are publicised and straightforward
- ensuring prospective and current students are informed about the associations' services and options for joining
- including space on enrolment forms to provide students the option to choose to join an association
- obliging tertiary institutions ensure students are provided specific information about current opt-out processes (conscientious objection and financial hardship)
- ensuring associations are provided with contact details of current members (a requirement under the Incorporated Societies Act)
- tightening up Incorporated Societies Act requirements for students' associations
- increasing oversight and regulation by tertiary institutions
- setting up a students' association ombudsman or monitoring body, or a good practice and benchmarking body similar to 'Students Union Evaluation Initiative' run by the National Union of Students (United Kingdom)
- embedding a code of conduct for associations, mandating improved minimum democratic, transparency, and financial requirements

Political engagement and Election campaigning

Political relationships

NZUSA continued to have positive and constructive relationships with all political parties in Parliament and sought to advance student interests in parliamentary legislation and in the government’s programme.

- Tertiary Education Minister Steven Joyce
- Education and Science Select Committee chair Allan Peachey – we appreciated his candour, willingness to listen, and procedural fairness.
- Committee members Louise Upston, Michael Woodhouse, and Nikki Kaye, as well as other MPs in caucus.



We also sought to shape party policies through lobbying and briefing tertiary education spokespersons of the parties. Our key recommendations for how parties could address student concerns focused on a few areas we believed would provide practical and sensible policy solutions to enhance our tertiary education system.

We advanced recommendations to address student living costs, make the student loan repayment regime fairer, and improve accountability, responsiveness and student representation within the sector.

We also analysed party policies for their impact on students and how they achieved our goals for education. This was distributed to members and students through our Guide to Voting and more detailed analyses.

Campaigning to ‘Demand A Better Future!’

Election years always present an opportunity to place student and education issues squarely on the political agenda, as well as inform and mobilise students to vote for the issues they care about and influence political parties to address student needs in their policies.

However, the fight against Act’s bill to end universal membership and dealing with its impacts consumed most of our time and energy in 2011.

**DEMAND!
A BETTER
FUTURE!**

Campaign Strategy

Demand A Better Future was our key election campaign banner. We had a clear well-formed strategy with four issue planks. We sought to capture and frame the issues which mattered to students in a way that the public would easily understand and which reflected the economic and political mood.

The goals of the campaign were to:

- get students informed, enrolled, and mobilised to vote this election;
- hold a variety of events, and campaign activities on campuses to raise awareness of the campaign goals and associated issues; and
- ensure all political parties have positive policies that reflect the priorities of students, the needs of the tertiary education sector, and goals for a better New Zealand.

Our four main issue planks were:

Investment in Education

Students believe the government should prioritise investment in tertiary education because this will help carry New Zealand into a socially and economically successful future. Students are concerned that quality of education is being put at risk due to constrained funding.

A Fair Go for All

Students are concerned at the ongoing impact that increasing barriers to tertiary education – such as capped enrolments, and cutting access to student loans – will have on thousands of people and the lost opportunities this will continue to cause.

Tackle Student Debt

The debt New Zealanders are forced to take on for their education will negatively affect important life decisions like having a family or buying a house; it even sends some offshore for good. The government needs to address the drivers of this debt. These include high fees and limited access to living allowances, as well as unfair loan repayment rules to free a generation from the burden of student debt.



Valuing Our Voice

Students have a right to a meaningful say in their education. Students are also concerned that decades of positive contributions of students and independent students’ associations to the governance and learning environments of tertiary institutions is in jeopardy, putting the quality of education at risk.

Alongside these issues there would be an ongoing effort to get as many students to enrol and vote, through information, campaigns, and mobilisation.

Rallies and Successes

Students mobilised, rallied, and made their voices heard in the second half of the year. The campaign against Act's bill to end universal membership was marked by several rallies nationwide supporting the wider campaign. We also participated and spoke at a Budget day rally at Parliament against cuts, and the Tertiary Education Union pre-election rally on Cuba Mall.

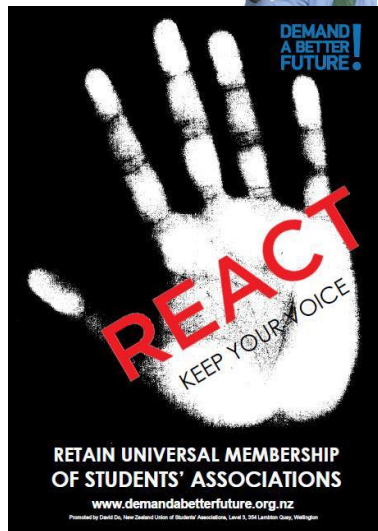


Collectively, thousands of students were engaged in action at several campuses.

NZUSA National Office fulfilled its key tasks and responsibilities to help support and coordinate a campaign on education issues throughout the year.

- Reaching students directly was an ongoing task. Generally, we got a good response when we talked to students and explained the issues. We helped out with many campuses' events such as at Otago, Lincoln, Auckland, and Victoria.
- A major challenge was to ensure associations focused on reaching and educating students, even as they grappled with the implications of Act's legislation on their organisation.
- We regularly emailed our campaign database and kept in touch with campuses about resources, key talking points, and tips.
- We helped associations plan their campaigns and taught vital skills at a highly successful July conference.
- Media coverage of our efforts and campaign events was generally positive and complemented our overall media presence advocating for students.

The Demand A Better Future campaign website and Facebook page were visible and attractive platforms to spread our messages. We set up a good content and web infrastructure and it forms a ready-made platform to base future campaigns.



Collaboration with Others

We supported other campaigns and issues where there was mutual benefit.

- We collaborated with the Tertiary Education Union (TEU) on a get-out-the-vote effort. This was a plan where the TEU and member associations would work together to promote enrolling to vote to students, in effect expanding the reach of the Electoral Commission's existing work. We also collaborated with the Tertiary Education Union with publicising the value of public education and investment into it.
- We supported the Campaign for MMP, the Council of Trade Union's campaign against Budget cuts, and the Public Service Association's campaign against public service cuts.

We increased collaboration across the education sectors (through the early childhood, primary, and secondary teachers' unions as well as TEU and the Quality Public Education Coalition) in a common front to defend public education and try and make education an election issue. This was in recognition of the common threats New Zealand's public education system faced from government policy. Work was done on a common declaration of principles, joint panels at conferences, and mutual support for rallies.

Informing and Encouraging Students to Vote

- We published and promoted the 'NZUSA Students' Guide to Voting', and the 'TWFG Girls' Guide to Voting';
- worked with Te Mana Akonga to help produce the first ever 'TMA Election Guide to Kowhiri 2011';
- promoted the value of advance voting for students who may not be on campus or out of town on election day; and
- had good working relationships with the Electoral Commission. More advance voting booths were placed on campuses compared to the 2008 election.

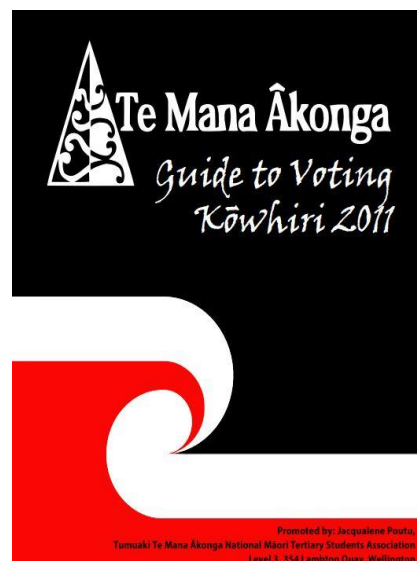
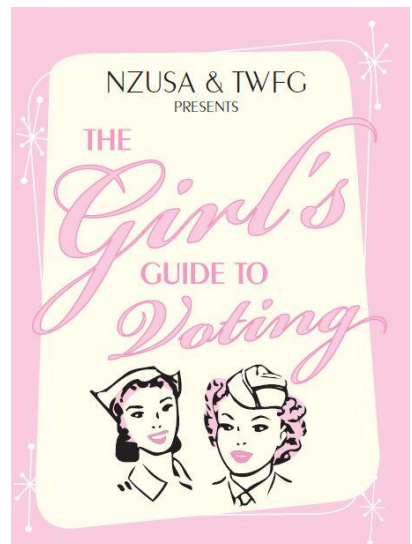
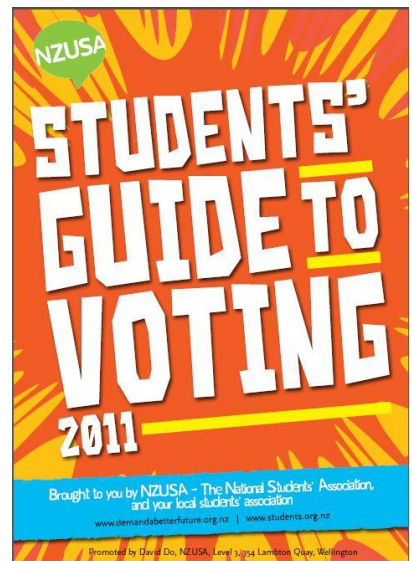
Missed Opportunities

Overall, New Zealand's 2011 election campaign could be characterised as politically lacklustre. The economy dominated discussions, and few other issues (such as education) received much attention. Public sentiment and the political climate seemed to have accepted the government's implicit 'austerity' framing. The Christchurch earthquakes and the Rugby World Cup also arguably diverted national attention from 'politics' during 2011.

NZUSA's campaign did not have as much reach as it could have. There were missed opportunities and we did not meet our high goals and potential. We could have done better with reaching students directly, as well as with more buy-in from member associations. The timing of the election in late November – after exams for most campuses – also did not help.

Our overriding focus on fighting VSM also meant we were unable to give enough focus to other tertiary issues, such as marking the 21st 'birthday' of user pays education, student welfare and allowances, and the 20th anniversary of the Student Loans Scheme. However, we did campaign to increase student awareness and get submissions on student services levies regulations.

The emergence of 'We Are the University' groups on Auckland and Wellington campuses in late 2011 was also of note, and arguably filled a gap in activism and engagement where associations should have been working. NZUSA and member associations sought to support these avenues of student activism wherever possible, such as working with associations to restart Education Action Groups.



Significant Internal Reform

Significant internal reform was undertaken to successfully reshape NZUSA so that it can remain a sustainable organisation. Reform was driven by a combination of factors: the threat of VSM, responding to longstanding organisational issues, addressing member concerns, and pursuing opportunities to further improve how we work. It built upon work and discussions in the December 2010 'conclave' to refocus NZUSA's work and goals.

The 'Refining Our Voice: Report and Recommendations' report provided a comprehensive series of interlinked proposals and recommendations to:

- further develop NZUSA as the tertiary students' national voice;
- enhance NZUSA's professionalism;
- build NZUSA as an organisation that is sustainable over the long term;
- deliver continuity to NZUSA's operations by enhancing its leadership; and
- change NZUSA's structures, governance and staffing to meet these goals.

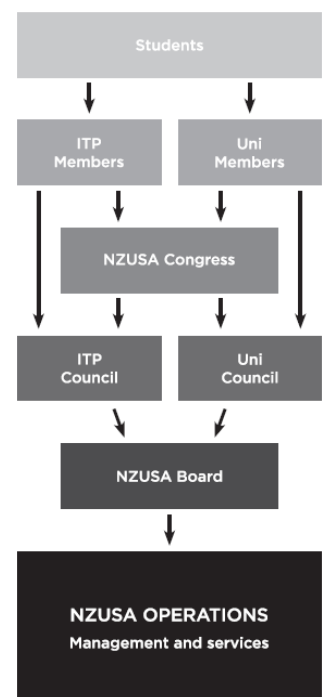
Key extracts from the report's introduction underline our aspirations with these reforms:

"Our plan is to transform NZUSA. This plan sees us meet future challenges headfirst and become the innovative and influential national voice that students need. We see an NZUSA that delivers enormous value to students' associations and students...It is not just about improving our structure and what we do – we are changing how we do things. We will be professional, innovative and pioneering...These changes will set up a platform for future growth that can help build a better student movement."

The review process was comprehensive and drew on existing internal and external stakeholders, past and current proposals, and other contextual information. Many discussions, interviews, workshops, and ideas were generated. It also reviewed approaches taken by other national representative membership based umbrella organisations (that is, organisations with similar features to NZUSA), and approaches taken by national students' associations in other countries.

The review report was adopted at the July Conference and an implementation plan was carried out. The main structural changes included:

- One full-time elected NZUSA president (instead of two co-presidents) as the overall NZUSA spokesperson and national representative.
- A new full-time Executive Director position (akin to a 'general manager') responsible for providing effective leadership, vision, and efficient management to ensure the organisation's goals are successfully implemented. The Director would assist the President in external relationships and representation, while managing most internal operations (including staffing) and service development.
- An executive director would significantly increase the capacity of NZUSA to pursue its objectives and get things done over the short, medium and long term. The position would provide continuity and a longer term focus to NZUSA's development. It would also help overcome some of the difficulties inherently associated with the short term nature of student representation.



- There would be a vice-President (ITPs) and a vice-President (Universities), representing their sectors, chairing sector councils, and supporting the President and NZUSA's work. These positions would be unpaid for 2012 and involve existing member presidents taking on the role.
- The NZUSA board (7-9 people in total drawn primarily from the sector councils as well as 1-2 external Board members) would replace Federation Executive. The Board's purpose is to govern (not manage) the organisation – to be responsible for, advance, and protect the long-term interests of the whole organisation, not of individual members or groups of members.
- There would be two Sector Councils - an ITP Council and a University Council, replacing sector caucuses. These would be more autonomous, and be the primary representative forum and space to take actions on issues relating to their sectors.
- Instead of three conferences, the NZUSA Congress returns as the one general meeting to elect NZUSA's officials, determine overall policy, and approve accounts and other business. Other national meetings would be organised as required.
- Voting at the annual general meeting/congress would be proportional – with between 3 to 6 votes depending on the size of the member association. This replaced the previous levy and formula-based voting system, which had become increasingly fraught.

While structural changes were important, many other changes would also aim to improve the way NZUSA and member associations worked with each other.

Several actions were taken by the end of 2011 to put these reforms in place:

- An Interim Board was set up in August to make decisions on transitional arrangements, with a full 2012 Board elected in December.
- Alistair Shaw was employed as Executive Director.
- A new NZUSA constitution was adopted in December 2011, formally adopting these structural changes and our refreshed goals, vision, and values.
- NZUSA's budget was reduced by approximately 40% for 2012 to account for the new situation of member associations under VSM. We hope that the defunding of some valuable activities will only be a temporary loss, and that they will not reduce NZUSA's commitment to representing all students, and supporting other representative organisations.
- New job descriptions for officeholders and staff were written (filling a gap that co-Presidents had grappled with for years).
- A consolidated governance manual was created for Board members and member associations.
- Investigation commenced for new commercial and other NZUSA services to directly assist associations.
- Alternative office premises and trust arrangements for NZUSA's current assets were investigated.

Research and Submissions

NZUSA approved a Research Plan alongside our Annual Plan and Campaign Strategy to guide Federation Office's research and policy analysis work. Its key goal was that we conduct high quality research and disseminate the results widely to further our goals.

The Plan focused research on the following priorities: ensuring tertiary education is a key issue in the general election campaign; generating media; influencing decision makers; and improving outcomes for students. It proposed projects in the areas of public education, quality of education, student and learner voice, advertising and marketing expenditure, and particular student populations.

Income and Expenditure Survey

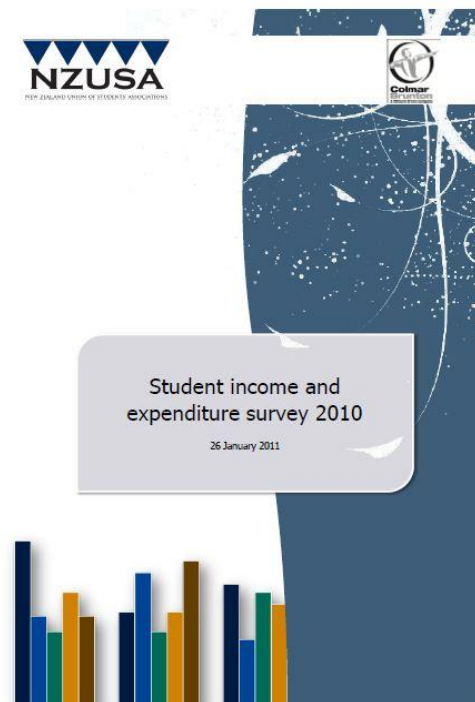
NZUSA's flagship Income and Expenditure Survey results were released in January. The Survey has been conducted every three years since 1994 to assess and detail the financial and socio-economic situation of students at universities and polytechnics.

The 2011 report shows that students were hit hard by the economic recession. Fewer jobs and higher costs meant many struggled to make ends meet, and there is continuing concern among students over the impact of high debt. A decisive 90% of students supported zero interest on loans.

Students appeared to have borne the brunt of recent high unemployment, with a significant reduction in students doing regular or casual work during the academic year, from 90% in 2007 to 65%. The median amount of fees and the median loan amount borrowed was at least 40% higher than in 2001, and average student loan debt was 31% higher than in 2001.

Particularly concerning was the impact on student parents, with numbers dropping from 19% of respondents in 2007 to 8% in 2010. It is likely that the tight job market, a huge 30% jump in median childcare costs from \$35 to \$50 per week, and cuts to the Training Incentive Allowance have increased barriers to entry.

We also generated some income from specific data requests from universities. Some progress was made on further sub-reports and analysis, and longitudinal results covering 20 years of Income and Expenditure Survey results.



Other outputs included:

- A report commissioned from the Auckland University student group 'Making a Difference in Economics' on the economic benefits of tertiary education funding.
- Submission to Ako Aotearoa's 'Lifting Our Game: Increasing educational attainment for priority learners' report.
- Extensive involvement with Ako Aotearoa's 'Stocktake of codes of practice in tertiary organisations' research report.
- Participated in preparations for a policy conference on student finance held by Victoria University.
- Analyses of Budget 2011 announcements.
- Through the National Women's Rights Officer, a nationwide campus safety audit, and research on relationship and domestic violence done with the Ministry of Social Development.

We made **submissions** on the relatively few relevant parliamentary bills in 2011:

- Education Amendment bill (No 4) - on student services levies;
- Social Security Amendment bill (No 3) – on accommodation supplement; and
- Student Loan Scheme Amendment bill – on loan repayment holiday changes.

We also gave **formal submissions** to the:

- Annual Maximum Fee Movement Gazette Notice 2012;
- NZQA's proposal on unit standards based degrees - we rejected their suitability for the tertiary sector, especially for university study; and
- the Privacy Commissioner's Credit Reporting Privacy Code Amendment 5 - on impacts on students' credit records.

Finally, we **spoke** at Ako Aotearoa's Self-Assessment Conference on the importance of student voice and representation in institutional quality assurance processes, and at the NZ Tertiary Education Summit about the importance of viewing students as partners - not just as consumers.

External Representation

Media

We continued to be a strong student perspective in the media as the national representative voice.

- Key issues attracting most coverage were the VSM bill, student protests, the government's Budget announcements, and student loan changes.
- We continued to get good coverage on all media platforms - print, TV, radio, and online, and were also featured from time on time on TVNZ7's Backbenchers' show.
- Significantly, Co-President David Do featured in long-form current affairs programmes twice - TV One's 'Q+A' programme in April regarding Tertiary Education Minister Steven Joyce's plans for student loans, and TV3's 'the Nation' in August debating Act MP Heather Roy on students' associations.
- David was also interviewed in depth about students and education for the book 'The 2011 Election: A Critical Guide' which was published by two enterprising students who sought to publicise the election's issues in depth.

Committees

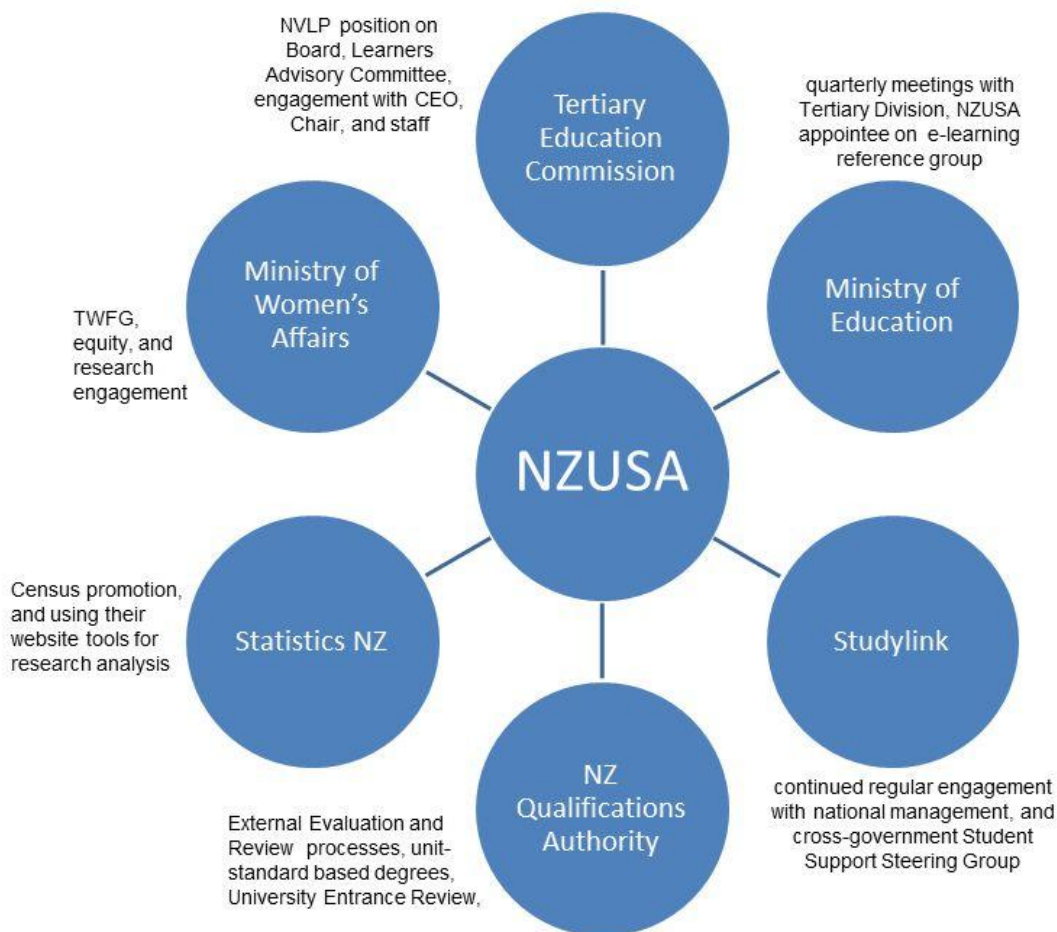
NZUSA sits on several national-level education committees and boards. This ensures that student concerns are heard and considered inside key government and educational institutions. Max Hardy also sat on the Student Job Search and University Sport New Zealand boards over 2011.

David Do	Max Hardy
<p>Tertiary Education Commission (TEC) Board</p> <p>Continued to establish and strengthen the value of the Non-Voting Learning Participant on the Board and maintain good relationships with other Commissioners.</p> <p>The Board oversaw a restructure of the TEC, its response to the Canterbury earthquake, appointed a new CEO, and formed a new strategic direction for the TEC.</p>	<p>Committee on University Academic Programmes (CUAP) Board</p> <p>Discussion was had on the future of Honours degrees, and NZUSA participated in an audit of the Committee, with a view to increasing the effectiveness of student representation and voice.</p> <p>The Audit panel was impressed by the positive engagement of NZUSA and the collaborative way in which CUAP and Universities New Zealand worked to ensure effective student participation in the process.</p>
<p>TEC Learners Advisory Committee (LAC)</p> <p>This met four times over 2011. The Committee updated its terms of reference, and a stocktake was done to evaluate its impact and consider its future effectiveness.</p> <p>It expressed specific concerns to the Board about the importance of the learner voice, and older Maori students being potentially disadvantaged due to TES priorities.</p>	<p>Academic Audit Unit (AAU) Board</p> <p>Academic audit reports of AUT University and Otago University were completed, and both noted the value and contribution of their respective students' associations to quality. The next cycle of audits will focus on teaching and learning, student support (including post-graduate), and academic expectations.</p>

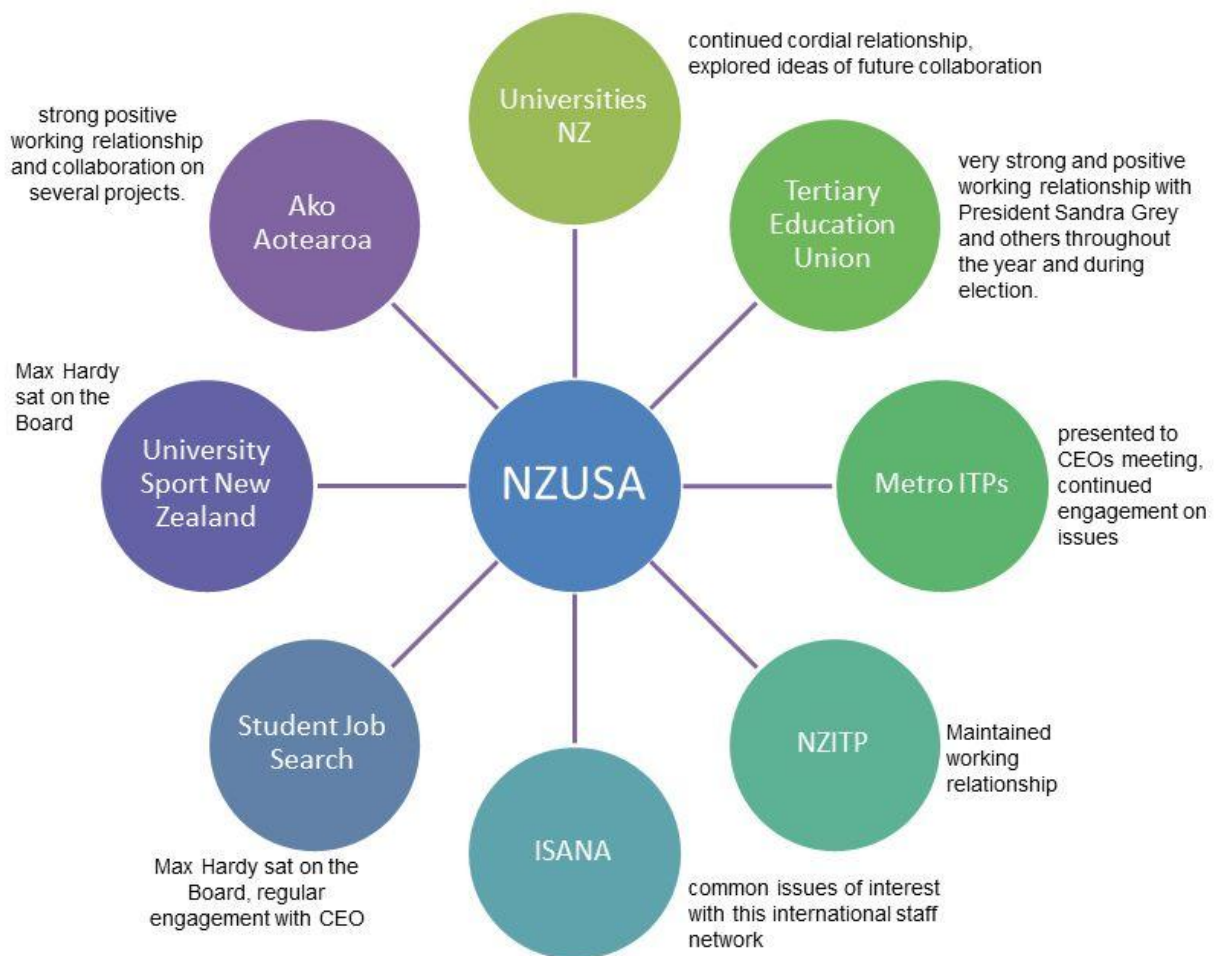
External Relationships

Having good working relationships with the tertiary sector and other organisations is vitally important to our work and being effective national representatives. We maintained many of the connections we made in 2010 with supporters, other organisations in the tertiary sector, and other key stakeholders. The following diagrams show the relationships NZUSA had.

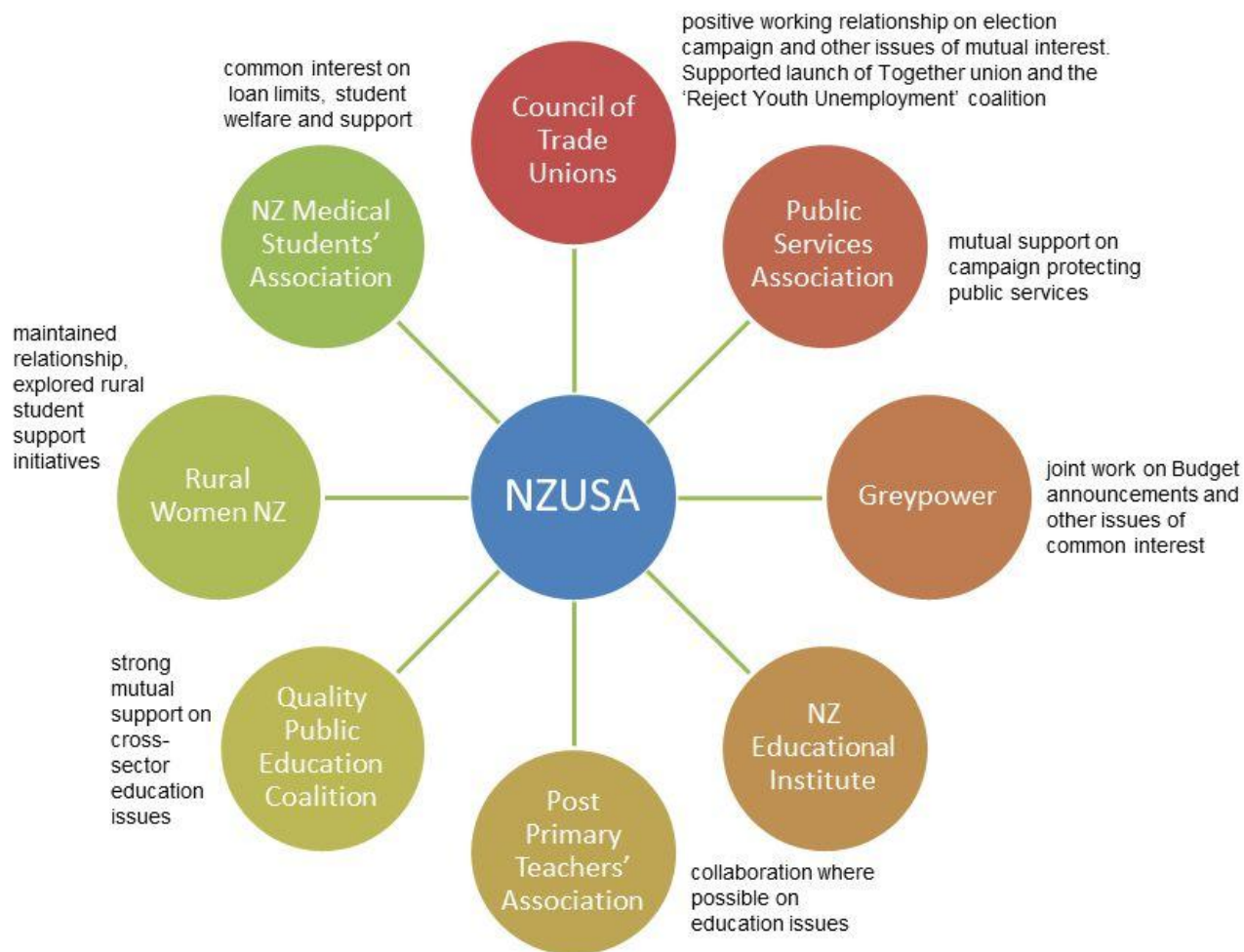
NZUSA relationships with government agencies



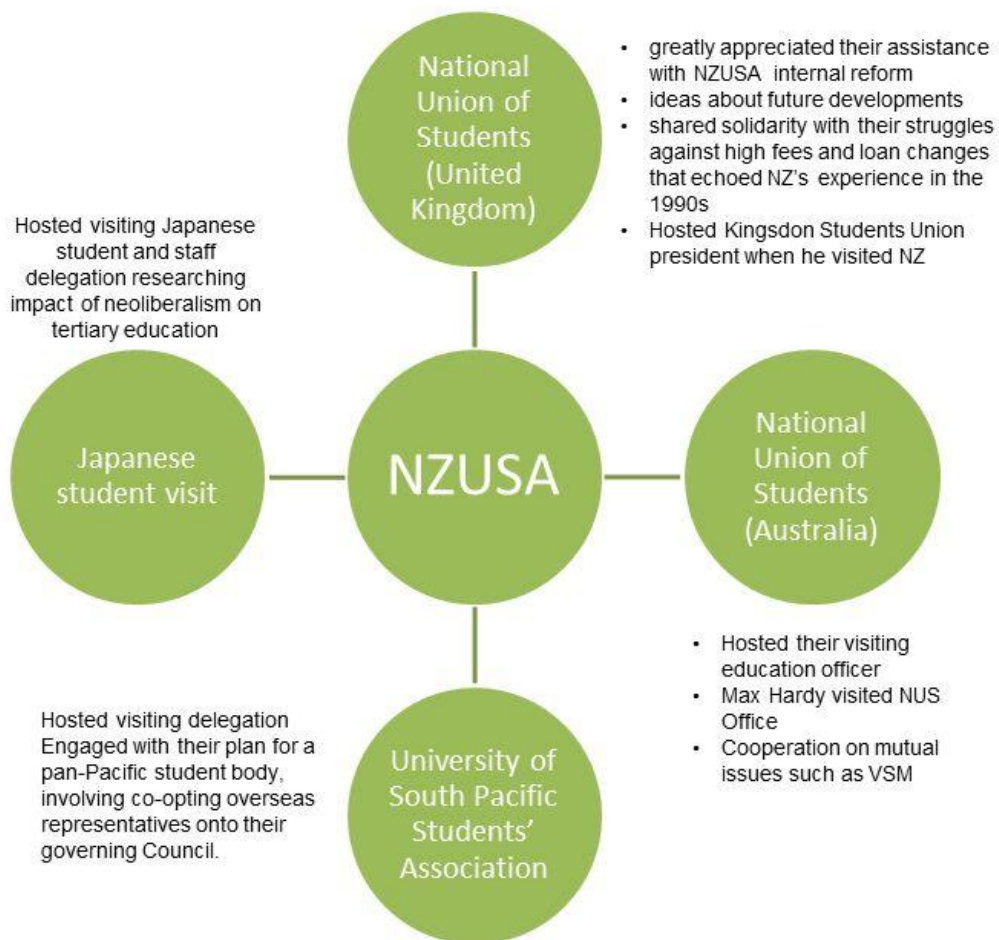
NZUSA relationships with other organisations in the tertiary sector



NZUSA relationships with non-governmental organisations and unions



NZUSA relationships with overseas associations



Internal Relationships

Te Mana Akonga (TMA)

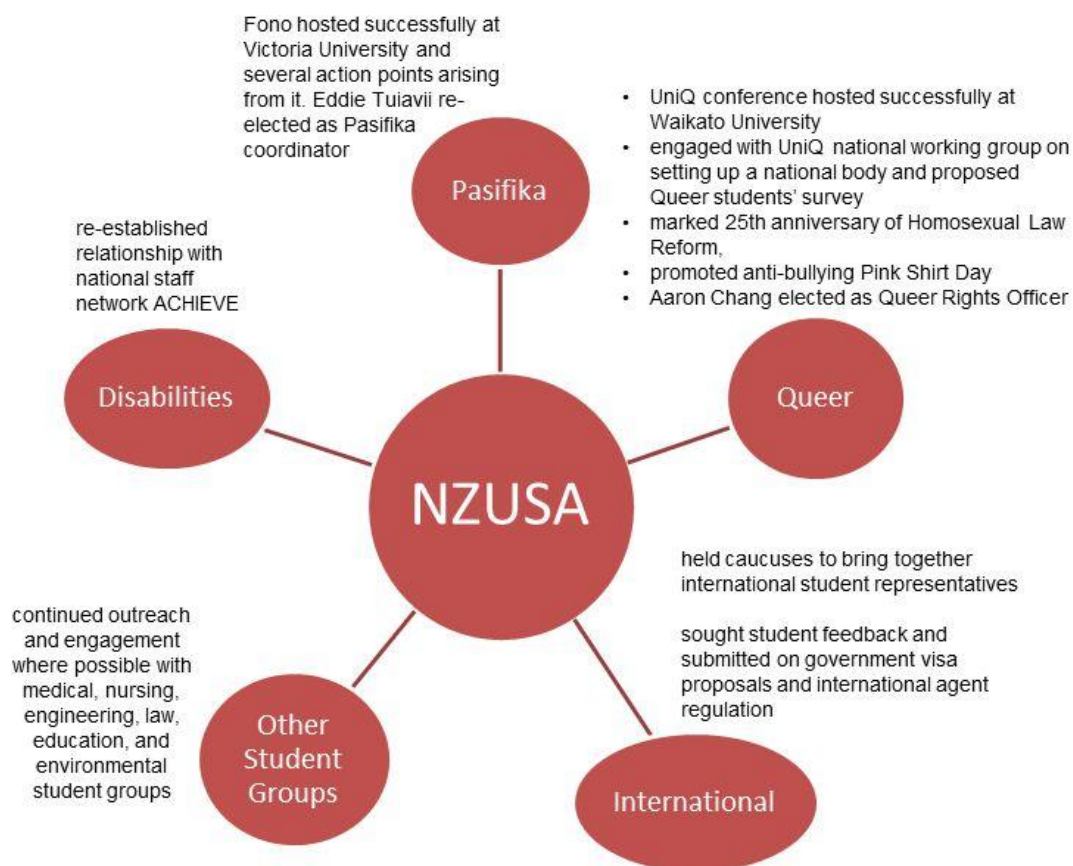
NZUSA continued its positive and constructive work with Tumuaki Jacqualeene Poutu in areas of common interest such as political engagement, student welfare, the election campaign, and fighting the VSM bill.

We supported their urgent Waitangi Tribunal claim on VSM, assisted production of their first 'Election Guide to Kowhiri 2011', and participated and assisted with TMA's annual Te Huinga Taurira.

Members also agreed to retain NZUSA's current funding contribution towards TMA in the 2012 Budget. Some work was made to update the memorandum of understanding between NZUSA and TMA but this had not yet been formally adopted by year's end.

Representative Groups

NZUSA works with specific groups of students in recognition of their particular needs and as part of our mission to advocate for barrier-free education. Our key activities and relationships are shown:



Non-member associations

We continued positive working relationships with several non-member associations, mainly over the VSM bill and the Canterbury earthquake situation. The election of 2010-2011 Unitec Student Union president Pete Hodgkinson as 2012 NZUSA President may provide a hopeful sign for increased membership in the future.

National Women's Rights Officer and Tertiary Women's Focus Group

Introduction

The National Women's Rights Officer (NWRO) Caitlin Dunham continued a tradition of being a strong advocate for female tertiary students, and working with them and their representatives through the Tertiary Women's Focus Group (TWFG). Significant achievements include a national campus safety audit, involvement with several campaigns, and securing the continuation of this important position at NZUSA for 2012.

Campaigns

Below are the main campaigns TWFG and the NWRO were involved in.

Campus Safety Audit

The TWFG compiled a Campus Safety Audit in collaboration with the 'It's Not OK!' campaign against family violence. It consisted of three parts:

1. A review of sexual harassment policies of every public tertiary institution in the country, including statistics around the instances of sexual harassment complaints on campus
2. A student relationships survey, to gauge students' understanding of sexual harassment and safe relationships
3. A physical campus safety audit of member campuses.

A good sexual harassment and assault policy is vital to the pastoral care of students. Unfortunately, many policies are lacking in one way or another, to the detriment of the student.

The report concluded that students did not feel their institutions did enough to mitigate the risk of harassment on campus. Our analysis pointed out where institutions can improve their policies and practices at a basic level.

The Campus Safety Audit also produced several recommendations to improve and introduce proactive harassment prevention policies and ensure safer learning and physical environments. For example, having preventive and reactive policies alongside each other was best practice when it came to safe spaces. Several institutions have taken these on board and some member associations have now embarked on annual safety audits.

Thursdays in Black

This is an international campaign is about speaking out against and demanding a world without rape, violence, and discrimination in our communities. NZUSA and TWFG have supported this campaign for several years.

The TWFG continued the Thursdays in Black t-shirt campaign with a new logo and revitalised enthusiasm. Most member campuses participated in this campaign, with the merchandise displayed in their associations' offices, and with regular stalls at events days (for example, Massey University Students' Association held a well-received series of events with speakers)

International No Diet Day

May 6th saw campuses running events to promote a healthy body image. Eating disorders typically affect those between 18-24 which is the average age of students. Events ranged from lolly bags with positive messages on them, picnics, and fashion shows showcasing a range of bodies. Events at the Auckland University Students' Association were covered by national media.

Blow the Whistle

This was a campaign against domestic violence in the lead up to (but not affiliated with) the Rugby World Cup. The TWFG took part in this campaign by distributing merchandise and information to students, and supporting its on-campus launch. Black Cap Peter McGlashan and then Labour spokeswoman for Women's Affairs Carol Beaumont spoke at the launch at the Victoria University of Wellington Students' Association.

VSM bill

The TWFG were heavily involved in campaigning against Act's bill to end universal membership, tying in with member association activities wherever possible. The NWRO spoke at the rally against VSM at Auckland University, supported campaign rallies in Wellington, attended Parliamentary debates, and drew public attention to the issue through press releases.

Demand A Better Future and the General Election

As part of the Demand a Better Future Campaign, the NWRO released 'The Girl's Guide to Voting' online and in print, a pamphlet outlining each party's policies on issues relating to women's rights, tertiary study, and women as citizens.

Media releases

- 'National Votes to Undermine women' - November 2010
- 'Act on Campus Perpetuates Rape Culture' – January
- Interview in Ministry of Women's Affairs' publication *Panui* – March
- 'International Recognition of Student Volunteer Army Demonstrates Power of Students' – March
- 'Students Celebrate Their Bodies' – May
- 'Budget 2011- bad for students, worse for women' - May
- 'Students Asked "Are You OK?"' – September
- 'Students Blow the Whistle on Violence' - September

Other campaign and external activities

- Spoke at the 'No More Jumping Through Hoops' rally outside the Wellington High Court, about the TWFG's stance on abortion
- Represented students in the Pay and Employment Equity Coalition
- Created an activists toolkit on how to run successful women's campaigns
- Created an International No Diet Day resource kit for members

Internal Development

- Updated the TWFG Policy Document, making it relevant to 2011.
- Wrote TWFG Change Document, adapting the structure of the NWRO position and the TWFG in the face of VSM
- Advocated and retained the NWRO position in 2010 conclave, 2011 internal reform, and 2011 constitutional processes.

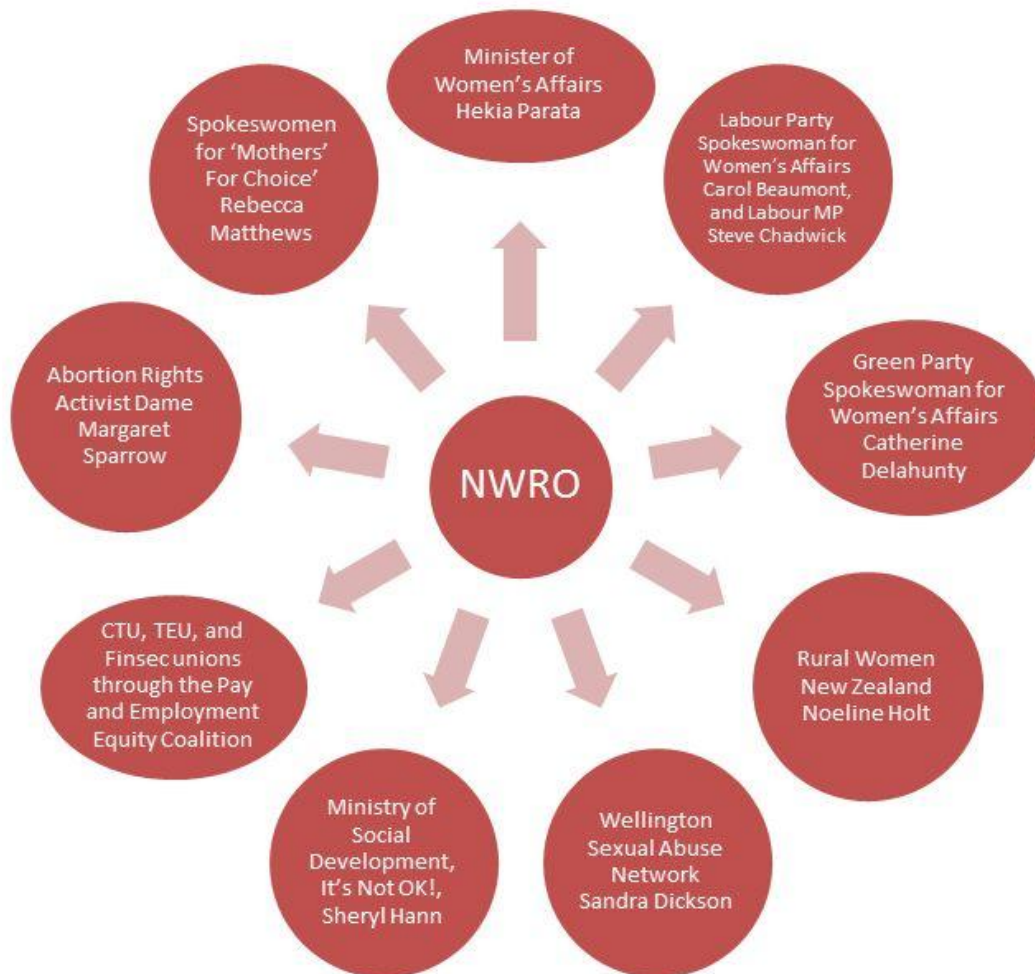
Conferences

Women's Conferences are a valuable opportunity for female students and female representatives to learn, share, network, and plan how to best advocate and represent their students.

- The January Women's Conference covering topics such as: What it means to be a women's rights officer; abortion and our members; Thursdays in Black; how to use student media effectively; and how to run a campaign.
- The July Women's Conference covering topics such as: issues facing women and students and women as citizens; how to make feminism fun (stencilling activity); and a panel themed 'How I did it' consisting of MPs Jacinda Ardern, Metiria Turei, and Nikki Kaye.

Key relationships

The NWRO maintained and developed several key relationships important to her work.



Conclusion

Despite some genuine gains for women over the years, there are still significant inequities and barriers facing women in New Zealand today. We still earn less and continue to do most of society's unpaid work, at home and in the community. Women are still predominantly the victims of rape, sexual abuse, and domestic violence. Women are much more likely to live in poverty, or be the sole parents in the increasing number of sole parent families.

The TWFG has been fighting to better the status of women since the 1970s, albeit under a different guise, and we've come a long way since then. Although change is inevitable in a VSM environment, our hope is that the work done in 2011 and previous years is not lost among discussions around the importance of the role - they are tired discussions and detract from the issues at hand.

Institutionalised sexism is the one fight the TWFG (and particularly the NWRO) has not yet won, but it is possible. We just have to keep fighting.

Internal Operations

Communication and Travel - We continued to regularly communicate and engage with our member associations and student representatives, continuing regular monthly newsletters and frequent email and phone contact. We also visited all our member campuses and some non-member campuses during the year.

Finances and Office operations - We achieved further efficiencies in office operations despite not having an Office Coordinator staff member due to budget constraints. For example, we reduced mobile phone expenditure by shifting to a new mobile contract and phones. 2011 audit results concluded NZUSA had a small year-end surplus, confirming our successful and lean financial management.

Conferences - Our three main conferences (January, July, and October) were held in Wellington.

- January focused on training, planning NZUSA's year, and launching the Income and Expenditure Survey.
- July conference (pictured) focused on campaign training and also sustainability planning for associations.
- October featured an election summit as well as strategic planning.
- A further Special General Meeting was held in December to ratify constitutional changes and finalise transitional arrangements for 2012.



President's Training – our week-long training in December again proved very useful for incoming presidents.

Assistance to Associations - In preparing for a VSM environment, we ran workshops to assist associations with strategic planning, their own funding situation, working with their institutions, and marketing to students.

NZUSA Archives - We investigated the possibility of shifting our files in our archives room to Victoria University's Beaglehole Room. Unfortunately external factors meant this was not fully completed by year's end.

Lambton House – NZUSA continued chairing the body corporate for the building. Plans were confirmed to upgrade the building lobby and make other small improvements to the property.

NZUSA ANNUAL REPORT 2011

A note on NZUSA's logo over the years

Up until the 1980s, the organisation used a crest, including the words 'Sapere Aude' meaning 'dare to be wise.'



[Source: NZUSA documentation, circa early 1980s]

After the reviews and restructuring in the mid-1980s, NZUSA adopted a logo with seven triangles each representing the then-seven universities.



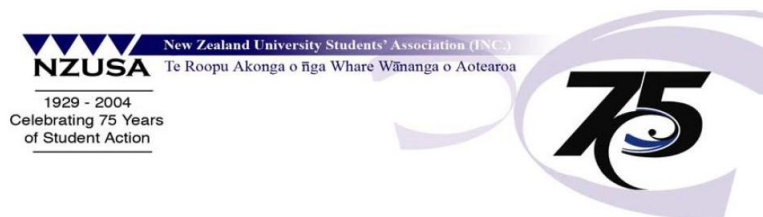
[Source: 1996 Annual Report]

However, the precise form was unevenly used in the 1990s and early 2000s.



[Source: 1997 Annual Report; 1998 Annual Report; 2000 Annual Report]

A special 75th anniversary logo was created for 2004.



[Source: 2004 Annual Report]

Following this, NZUSA's current logo of five triangles (generally understood to represent its 5 founding members - Auckland, Victoria, Canterbury, Otago, and Lincoln) was consolidated and enhanced.



[Source: 2005 Annual Report; 2011 Annual Report]



[Source: NZUSA letterhead 2003-2012]

At the end of 2011, NZUSA adopted a fresh logo to symbolise its new approach and structure for 2012 and beyond.



[Source: 2012 Constitution, adopted December 2011]

Conclusion and Thanks

We would like to thank all our member associations for their commitment to advocating for their students over 2011, especially all those who ably participated in the governance of NZUSA. We would also like to thank everyone we have had the pleasure of working with this year.

We are also grateful for the advice and support from our alumni and others throughout the year. In particular, we'd like to thank Rebecca Matthews (for her campaign advice and support), Paul Cochrane (for his work on NZUSA's internal reform), Alistair Shaw (for assisting with transition and Executive Director duties), and Hayden Wilson (for legal and other advice). We also want to thank Thomas O'Brien (for his Income and Expenditure data work) and Jamie Nicholas and Lisa Martin (from GoFi8ure for their bookkeeping).

Most importantly, we want to thank the students of New Zealand for the opportunity to be the leaders of the student movement in 2011.

It has been a great privilege to serve.



*Federation Office team 2011 (from left to right):
Max Hardy (Co-President), Caitlin Dunham (National Women's Rights Officer),
Karen Price (Researcher and Policy Analyst), David Do (Co-President),
Jacqualene Poutu (Tumuaki, Te Mana Akonga), Shona Jowett (Campaigns Coordinator)*