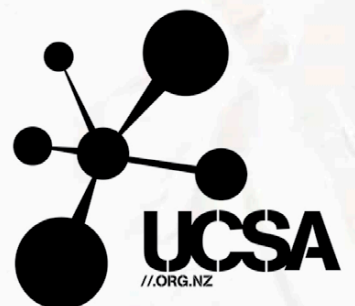


UCSA

ANNUAL REPORT 2008



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PRESIDENT'S REPORT

MICHAEL GOLDSTEIN



In 2008 a fresh and exciting executive led the University of Canterbury Students' Association (UCSA). We wanted to make a positive difference to the students University experience. Highs and deep moments of introspection punctuated the year, which hopefully will lead to a stronger and more relevant UCSA for the future.

REPRESENTATION

The Executive took pride in representing the interests of the students during 2008. At the University this was a focus of term one following the release of a change proposal to restructure the College of Arts. Students, staff and the wider community opposed a recommendation to disband Theatre and Film Studies and the American Studies department. Following a tsunami of student feedback, and ongoing media attention, the University eventually decided to retain these courses. However, the UCSA was disappointed that the University did not use the restructuring as an opportunity to implement a creative plan to modernise the Arts degree and improve the graduate profile.

The Arts fiasco highlighted a wider problem of the New Zealand government's underfunding of higher education. The annual fee-setting drama played out during August with the students being asked to fund the shortfall left by the government. The University Council voted to increase student fees by 5% for undergraduates and \$500 for post-graduates (the maximum allowed under the annual fee movement limit), however, the UCSA clearly pointed out that this was not being matched by an increase in resources for students.

The UCSA also voiced concerns to the University regarding a number of other areas including: a campus wide smoke-free policy; another ad hoc decision to reshuffle the points structure of degrees; an increased strategic focus on research funding at the expense of student class sizes; and the high costs of internet comparative to other universities.

Yet, the UCSA and the University enjoyed a constructive relationship overall. We resolved the multi-generational UCSA building ownership issue and some other creative joint capital works projects entered the pipeline. Moving forward, it is of vital importance that the students can influence facilities around campus so services such as recreation centres, libraries and health centres can be the envy of all universities. The need for student engagement was continually voiced and management were very receptive to its value. Members of the executive were involved in a student selection panel for the new Vice-Chancellor and the appointment of Dr Rod Carr should start an exciting new phase for the University.

Locally, the UCSA and Lincoln University Students' Association extensively lobbied Environment Canterbury for a student bus discount. Despite a council deputation, a number of subsequent meetings and press coverage, this proposal was not accepted. In the future there needs to be closer co-operation between the UCSA, the Christchurch City Council and Environment Canterbury to ensure that students can feel welcomed to the region and add to the vibrancy of, in particular, the city centre. 2008 set this trend by engaging positively with local government and this was highlighted by a successful student forum with Mayor, Bob Parker.

Nationally, 2008 was election year and with this came the opportunity to improve the "student lot". A New Zealand Union of Students' Association (NZUSA) campaign focussing on universal student allowance gathered some momentum when the Labour Party, as an election policy, announced a four year plan towards universal allowances. The student plight, however, never became a significant focus of the election. After a year of constructive but frustrated involvement with an increasingly minority-aligned and unfocused NZUSA, the executive chose to put the question of national union membership back to students via a referendum. Subsequently, the student body voted for the UCSA to cease its membership of NZUSA again. Leading up to the election, a series of political forums were hosted on campus jointly with the Politics Society and numerous MP's and candidates attended.

In the future students must have a closer alignment with the New Zealand Vice-Chancellors' Committee in their lobbying bids to government. The current erosion of funding is not assisting students or universities.

UCSA HIGHLIGHTS

The year started with an exceptional Orientation programme. The first five nights of term one saw headline acts playing to a packed out ballroom each evening. We gratefully received one thousand tickets to both Cheap as Chips and the one day international cricket match at AMI Stadium, which added to the activities of the orientation week. Orientation coincided with the very popular rebranding of the student bar back to 'The Foundry'.

During O-Week the UCSA initiated a 'good neighbour' policy, which promoted good behaviour by students in the community. This leadership policy proved very successful and we received numerous positive reports of student behaviour.

The UCSA affiliated clubs had a very successful year. Gratitude must go out to the hundreds of volunteers around campus who made the 100+ clubs tick along throughout 2008. The UCSA had extensive involvement with the Engineering Society during 2008 attempting to solve the much publicised student behaviour issues associated with the Undie 500. Unfortunately this iconic student event had to be cancelled in 2008 after Dunedin Authorities refused to engage with a student-led solution to the historical problems.

David Winter organised for flu shots to be heavily subsidised in a joint initiative between the UCSA and the University at the beginning of term two. This concept was embraced with an overwhelming demand by students.

Canta Magazine had an exceptional year under the editorship of Matt Maguire with excellent student feedback and pick up rates. Andrew Weir, the advertising and marketing manager, left the organisation mid year to pursue fresh challenges. Andrew's service to the organisation over many years was outstanding.

Mid-year also saw the resignation of Mike Stenhouse from the management board due to his various commitments. Mike had an extensive and influential involvement within the organisation and his advice and commercial acumen will be missed.

Term three saw the inaugural Foundation Day launched by the executive which involved a huge Sunday event to celebrate the rebirth of The Foundry and the launch of The Foundry Card - a student discount card. Meanwhile, the fourth term was finished in style with the annual Tea Party selling out and almost 2500 students having a great day.

Throughout the year Andrew Paterson, General Manager, led the staff extremely well, particularly through a significant Food and Beverage staffing restructure. Financially the organisation continued to thrive and, despite the inflationary environment, management delivered upon their budget targets. Andrew was also instrumental in completing the capital works programme with a refurbishment of the Collective Cafe and Brasilia Cafe. Andrew deserves a huge vote of thanks from the students for his role as general manager in 2008.

BALANCING THE UCSA PRIORITIES

For many years the annual reports of the UCSA have commented on the need to balance the commercial services of the UCSA with the members needs. This was again the subject of considerable debate and introspection during 2008. The strategic planning process allowed the 2008 and incoming 2009 executives an opportunity to tackle this issue collectively and set the future direction for the organisation. At year end, the strategic plan was in final draft form and clearly focused on the four core pillars of the UCSA: supporting clubs; running epic activities and events; providing educational support and services; and representation.

Moving into 2009 there is a need for the operations to better reflect this strategic focus. This will involve change. This process began in 2008 with a governance review document that recommended clarifying the role of the management board as an advisory committee to the executive, primarily on commercial matters. This was unfortunately met by the resignation of three management board members, Nigel Watson, Pete Summers and Michael Branthwaite. We acknowledge and thank them for their comprehensive service.



Moving forward, the UCSA must continue to delineate its commercial activities from its core service functions. Subjecting some commercial activities to market forces will drive costs down, to the benefit of our student customers. A clearer accounting model and organisational structure will also allow more resources to be directed to the students by way of services and/or strategic assets.

On a personal note I was very fortunate to have had the opportunity to lead the student body during 2008. Thank you to the student body, to the UCSA staff and to the University staff for your support throughout the year. My entire executive team provided amazing insight and passion over the year and should all be proud of their efforts. Particular thanks go to Amadeus, Dave, Kate and Gretta for their huge personal support. I wish Steve Jukes and his executive of 2009 all the best for the year ahead and look on with optimism that the UCSA will continue to evolve into a first-class student owned and governed organisation.

GENERAL MANAGER'S REPORT

ANDREW PATERSON

2008 was UCSA's 114th year. Once again it was another successful year for the association. It was another busy year filled with heaps of activities and events. It was also a year that saw change within the structure of the organisation.

During the year we undertook a review of our Food and Beverage structure. As a result of this review we made a number of changes. A new structure called Hospitality and Operations was put in place. This function includes Food & Beverage, Events and Activities and Facilities. Its prime focus is to provide Strategic Leadership and Operational Excellence. In other words its whole existence is to provide excellent customer service.

In addition to the changes within the Hospitality and Operations structure, there were a number of other changes to the senior management team. These personnel changes, although challenging, allowed a new set of eyes and a new focus to come into the organisation. These people are now tasked with challenging the status quo. They are also tasked with building a sustainable organisation that will meet the challenges of our students for the next hundred years.

As part of preparing our road map for the future we reviewed our strategic plan.

The UCSA produces a strategic plan every 5 years to help guide it successfully into the future. At the end of 2008, members of the 2008 and 2009 Executive, the General Manager and an external facilitator, worked on the development of a new plan. Rather than starting by reviewing the existing strategic plan it was decided to begin from scratch as it was felt that the UCSA had moved away from its primary focus under that plan. This core document will underline our commercial and service plans for the next three to five years. Key to this is our aim to achieve our new vision of:

“Creating belonging and ownership”

We want our members to feel at home. We want them to relax and enjoy themselves. We want them to have a say in how the association operates.

The highlights of the new plan strategic plan can be found on pages 8 and 9

While all this change was taking place, the UCSA team were again incredibly busy organising the traditional events; including Orientation, Clubs Day, the Uni Games, the Graduation Ball and the Tea Party. It's a credit to the whole team that we managed to get everything in place on time. My thanks to everyone who made this happen.

Operationally, 2008 was a difficult year. Inflationary pressures were constant. Much of the price increase were absorbed and margins were eroded within our commercial activities. Despite this, we were able to achieve our targets due to other higher performing areas of the business, such as our investment portfolio and UBS. Overall, we were able to turn the performance around to a satisfactory level by the end of the year.

The capital expenditure slowed slightly in 2008. This followed four years of significant investment. In 2008 we continued with the refurbishment of our cafes with Brasilia receiving a facelift over the summer break. The new café at the College of Education, Collective, had grown to a level in just 18 months where it was near capacity. To alleviate the service pressure at this café we installed an additional service area. Other areas of significant expenditure include the upgrade of the playground at the Ilam Early Learning Centre, the amalgamation of two retail outlets, the development of two new tenants and a minor upgrade to the production kitchen.

In 2008 we were also able to reach an agreement with the University as to the level of ownership in the UCSA building. There had been ongoing communication about the level of ownership for over ten years. After a considerable amount of time researching this issue, and with the help of some very cooperative members of the University staff, we were able to reach agreement on the levels of ownership. It has been agreed to recognise our ownership level at 65% and Universities at 35%.

COMINGS AND GOINGS

Every year there are a number of new staff to welcome, and others to bid farewell who have supported us during their time at the UCSA.

After seven years of being a key part of our team, Andrew Weir left to pursue a new venture as a coffee roaster, café owner and new dad. During his time at the UCSA Andrew had grown within his role and undertaken many projects with branding, the website and Canta achieving many awards under his leadership. During Andrew's time he turned the publications department from making a loss with each Canta to making a small profit.

Matt Maguire stepped back from his role as Editor of Canta to pursue an opportunity to study journalism (Matt is now our roving reporter, so you will still see him around).



Jason Scott, Toni Prince, Marjorie Cook, Callam Mitchell, Shirley Grice, Cherie Henare, Katrina Martin, Marion Simons, Jan Smith and Bev Broomhall left to pursue other career opportunities.

Due to a restructure within our hospitality and operations team Rick Whitfield and Eileen Byrne left to pursue new career opportunities.

Some key roles have new faces; Jon Ward joined us as Hospitality and Operations Manager, and Brigette Mckenzie-Rimmer joined as Marketing and Publications Manager.

Anna Gurney and Ryan Smith joined the Support Services team. Sebastian Boyle took on the role of Webmaster. Nicole Randall and Heather Hodges joined the accounts team, Sian Robinson as Administrator for the Early Learning Centres. Mel Griffiths and Belinda Donaldson joined as key team members leading functions and cafes / retail.

New team members include a number in hospitality and operations, Gemma Hodson, Mary-Ann Klunder, Helen Milligan, as well as many others - too many to mention in this short piece. All are warmly welcomed to the team at the UCSA.

Jessica Reithmuller and Rosina Timpson joined as teachers at our Montana Early Learning Centre.

Many areas have new faces - some just here for a short time working to support their studies - but all are important in helping us deliver our services to you. Unfortunately, we are not able to mention all those who come and go over the year, but welcome those that have joined us as we look forward to an exciting 2009.

THANK YOU

Thank you to everybody who assisted UCSA in making 2008 a very good year.

To all the staff of UCSA, thank you all for your commitment and your enthusiasm in serving our members.

I also wish to recognise the efforts of Michael Goldstein, the 2008 Student Executive and the many volunteers who often go without much fanfare, a special thanks to you all.

To the Management Board members, thank you for your support and counsel.

Thanks must also go to UCSA's many partners, led by the University of Canterbury management and staff who show their respect and appreciation of what we do in so many ways. Your commitment to and support of the UCSA is deeply appreciated. I look forward to working with you all again in 2009 as we continue to challenge ourselves to meet the needs of our members.



EXECUTIVE

AMADEUS RAINBOW

2008 UCSA VICE PRESIDENT

One of the defining features of a student politician's term in office is how to deal with the legacy of those that have gone before, and those that will come after. When viewing one's term through the lens of the 100-year plus history of the Association, the twelve months spent living and breathing the highs and lows of student life can seem as significant as the blink of an eyelid. When sitting around the Boardroom table every second Thursday, determinedly exchanging innovations and ideas to improve the tertiary experience for thousands of students, however, an Executive member's legacy is very real and significant. The legacy of the 2008 Executive is one we enjoyed creating, and one that we hope will send positive ripples throughout the Association for years to come.

The focus for the 2008 Executive was on delivering a positive vision with transparency. We believed students wanted their Executive to provide them with the 'perks' of student life – fun events and educational support – while also acting as the UC students' mouthpiece within the wider university, local and national communities. For example: Julia Whitehead and Micah Keall-Grant convened some stimulating public debates with tertiary policy makers and candidates for the 2008 general election; Elisabeth Wiltshire initiated a lecture series which aimed to bring topical and controversial concepts to the minds of those who might not ordinarily be exposed to such ideas; Samuel Willyams developed a working relationship with the University to solidify the Association's sustainability policy; Justin Soong explored new ways to communicate with student stakeholders; Nicholas Ko developed the council of international clubs; Hayley Mowat ran free self-defence classes; Kyle Channing-Pearce spent months facilitating and promoting the legendary Battle of the Bands music festival; and Simon Plant managed to ably coordinate the unique, specific, and constant requests from the huge number of UC Clubs and Societies. Michael Goldstein, Dave Winter and I did our best to keep the wheels turning in order to allow the Executive members fulfil their mandates to their greatest ability. We all sat on boards, committees and meetings; all attended parties, barbeques, and concerts.

It was busy, chaotic, frustrating but exhilarating. I believe we delivered what we set out to achieve, and loved doing it. I can speak for each one of the 2008 Executive when I say that our legacy is something we will always be proud of.



VISION 2014

UNIVERSITY OF CANTERBURY STUDENTS' ASSOCIATION STRATEGIC PLAN for 2009 - 2014

As part of our ongoing improvement we need to invest time and resources into our planning and understanding of our student needs. To this end we have been developing a new Vision, Mission and Strategic Plan.

What we would like you to do is to provide us feedback on our draft plan.

THE UCSA IS YOUR ASSOCIATION.

Make a difference now and for the future. What do you want the Association to look like this year, next year and in 2014? This is your chance to let us know - don't miss out!

WHERE DID IT COME FROM?

The UCSA produces a strategic plan every 5 years to help guide it successfully into the future. At the end of 2008, members of the 2008 and 2009 Executive, the General Manager, and an external facilitator, worked on the development of a new plan. Rather than merely undertaking a review process, the group decided to begin from scratch as it was felt that the UCSA had moved away from its core focus.

One of the criticisms we've received in the past is that we haven't consulted with our students and our staff enough. That's why this year we're seeking your feedback on the future direction of the organisation.

HOW CAN I COMMENT ON VISION 2014?

You can comment straight away by emailing back your thoughts to UCSA2014@ucsa.canterbury.ac.nz or completing the online survey

WHAT HAPPENS AFTER CONSULTATION?

Once the consultation period is completed, all the data will be analysed. The plan will then be presented to the UCSA Executive for comment and sign off. The final plan will be put into place by the end of the first term.

Once the final plan has been agreed the UCSA will then work to make it become a reality.

OUR VISION

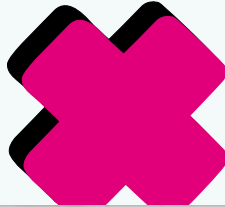
"Creating belonging and ownership"

We want you to feel at home, we want you to relax and enjoy yourselves, we want you to have a say in how the association operates

OUR MISSION

"Enriching the student experience and culture by providing representation, services, facilities and phenomenal events"

We want you to have a great time, enjoy yourselves, feel supported and represented by the your Association and its staff. We want to be an innovative Students' Association where anything is possible





OUR VALUES

RELEVANCE

We reflect members' interests and provide them value

DEMOCRACY

We act and behave as a democratic organisation at all times

INNOVATION

We continue to question the status quo as well as investigating new opportunities

SUSTAINABILITY

We protect our future by being fiscally, environmentally and socially responsible

SUPPORT

We empathise, protect, nurture and care for our members needs

REPRESENTATION

We acknowledge this is fundamental to our existence

INNOVATION

We are committed to developing and empowering our staff

HONESTY & INTEGRITY

We will act with integrity in all our dealings



5 YEAR STRATEGIC PLANS & OBJECTIVES



GOAL: REGARDING CUSTOMERS, SUPPLIERS, KEY STAKEHOLDERS, & COMPETITIVENESS IN THE MARKET

We have created a space/home sense of belonging

- Make the UCSA your home on campus
- Develop an electronic home
- Investigate a computer lab in the UCSA building

We have mutually beneficial relationships with clubs

- Re-establish our relationship with clubs especially key clubs
- Continue to enhance the training and support for club exec officers

Strong advocacy and representation

- Develop the support model to include advocacy
- Strengthen the Class Representation structure

Three-way win for students / UCSA / suppliers (advertisers & sponsors)

- Work to a win-win-win
- Develop a Student Discount Card
- Enhance and add value to the UCSA brand

We have mutually Productive and beneficial relationship with UC

- Continue to foster our strong relationship and participate in the future direction of the University



GOAL: REGARDING PROFIT, EXPENDITURE, INVESTMENT, FINANCIAL SUCCESS

Assets are well managed & asset management decisions meet twin criteria of economic return over time and service to student community

- Develop a Master Plan for our assets
- Revisit our Investment Policy
- Revisit our Surplus Policy & Targets
- Review the reporting criteria for our services
- Ensure our structures meet the needs of the students

GOAL: REGARDING INTERNAL PROCESSES, PLANNING, POLICIES

Transparency through balance and timely reporting to our members and leadership/ management

- Revisit the internal reporting structures
- Review and enhance the annual planning process
- Publish UCSA Budgets and performance plan

Governance and management structures & policies that provide for a constructive, productive & stable organisation

- Review & update governance blueprint
- Review & update induction process for executive & staff
- Skill base developmental training for staff

Great communication and feedback channels

- Secure membership data
- Develop communication plan
- Update the website



ACTIVITIES & EVENTS

ORIENTATION

Orientation 2008 was an outstanding success and featured a host of varied acts, such as Supergroove, Op Shop, The Datsuns, Katchafire, The Black Seeds and many more. The UCSA again partnered Fabel and RDU to finish up Orientation with Cheap As Chips.

GRAD BALL

Graduation Ball in April saw over 750 people celebrate their success in a lavish ball. The theme of the event was masquerade with entertainment spread over four different rooms throughout the building. The feedback from the 2008 event has meant that in 2009 this will be held offsite for the first time.

FESTIVALS AND EVENTS

The End Of Lectures Tea Party was once again a sellout event with over 2500 students attended for one last party before the onset of exams. Entertainment was provided by Grafton Zoo, Decievers, The Tutts, Tahuna Breaks, The Valves, XLR8 and The New Entrants. Possibly the best behaved Tea Party in many years with good compliments from all sectors involved in the event.

Battle Of The Bands was also once again held in the UCSA Ballroom over 4 weeks during the month of May (New Zealand Music Month). With over 25 bands entering the competition, one round of heats, 2 semi finals, a finals night, and a prize package that included cash, recording studio time, and plenty of gigs to help bands gain exposure, Battle Of The Bands is proving to be a highly anticipated annual event.

The International Festival was held over one week in the second term, to celebrate the University's cultural diversity, and it featured an International Food Fair and a highly successful Gala Night in the Ngaio Marsh Theatre.

The UCSA photo competition and exhibition was again a popular event. Over 120 entries were received and displayed in the Shelley Room, where they were viewed and voted on by hundreds of students over a ten-day period.

Oktoberfest was again a success with 300 people in the Ballroom to the strains of a local Oompah Band.



CLUBS

Clubs are always well represented on the University of Canterbury Campus and 2008 was no exception. The three Clubs Days were held at the beginning of semester one was well attended by clubs and students alike. This year S and C block lawns were host to over 105 clubs for two days while one Clubs Day was held on the College of Education campus. Clubs put a lot of effort into their stalls this year giving away paraphernalia and entering students into draws.

The UCSA continued its support of these clubs by providing rooms, resources and CDO time. There was a fully booked Student's Association building with clubs competing for space every night of every week. Other clubs activities during the year included Club Seminars and Club Presidents meetings. The UCSA Executive continued to support UCSA clubs with \$17 292.18 of Club Grants approved in 2008.

AWARD CEREMONIES

The awards season traditionally falls in term three with the Madcaps (Excellence in Performing Arts), Supreme Club and Blues Awards held during this time. 2008 saw the Madcap and Supreme Club Award combined and held in the Shelley Common Room. The evening was a great mix of performance, speeches and supper hosted by MC Jeff Clark. The Supreme Madcap Award went to Dramasoc for their excellent work on The Graduate. The overall Supreme

Club event went to ENSOC with the Malaysian Student's Association gaining an award as runner-up.

The University Blues Awards this year was a dinner held in the Shelley Common Room. 68 guests attended the evening. We were honoured to have Lorraine Moller, Olympic bronze medalist as this year's guest speaker. David Di Somma from TV3 was the Master of Ceremonies and Brands International sponsored the evening. The UC Sports person of the year was Kieran Read for his contribution to Rugby. Mark Mates (Rugby) was awarded the Contribution to UC Sport.

UNIVERSITY GAMES

A team of 85 attended the New Zealand University Summer Games in Rotorua with 35 athletes attending the rowing at lake Karapiro. University of Canterbury came 7th overall. The teams included: debating, golf, rugby league, fencing, squash, tennis, aquathon, cross-country, cycling and mountain biking.

A smaller team of 55 represented the University of Canterbury at the Winter Games in Wanaka. Their hard work and fierce competitiveness paid off and they were rewarded with second place overall, winning many events in the process.

STUDENT SUPPORT SERVICES

EDUCATION SUPPORT OFFICE

The Education Support Office, staffed by two Education Support Coordinators, provides advice to students with any academic issues from assessment problems through to major grievances and appeals. Staff members also promote relevant student issues to appropriate academics and committees, co-ordinate student representation on university committees, and oversee the class representative system. This office also supports Postgraduate Students, looking after their interests as well as organising the annual Postgraduate Showcase and various social events. This team also runs the Lecturer of the Year awards.

2008 saw the restructuring of this department - the three part time jobs of Education Advocate, Education Co-ordinator and Postgraduate Support Co-ordinator were joined together to form two Education Support Co-ordinator roles, one full time and one part-time.

The Education Support Office secured the services of the Lane Neave law firm to support students with their legal needs. Any University of Canterbury student can access a free 20-minute consultation with a lawyer and discounted fees on further work.

INTERNATIONAL STUDENT SUPPORT

A part time International Student Support Co-ordinator was introduced to the Support Services team in 2008. The purpose of this role is to bring International and Domestic students together through social and sports events, creating a campus where all cultures are acknowledged and celebrated. Events in 2008 included focus groups, food fairs and International Week.

RETAIL & TRADING SERVICES

CAFES

All cafes enjoyed good levels of sales despite the dramatic increase cost in food and raw products. Last year saw food cost increase by around 10%. Much of this increase was absorbed into the operation and had an effect on the overall performance.

As a result of significant growth at Collective Café, Dovedale campus, we built a second service area to help reduce the congestion the café experienced at key times during the day. This second service area had proven to work extremely well and has also allowed us to increase our product offer at this location.

Late in 2008, we began planning the redevelopment of Brasilia café in the UCSA building. This very popular café had seen better days and it was decided that it was time to invest in the upgrading of this facility. The work was finally completed in time for term 1 in 2009.

BARS

A new focus on engaging better with the clubs and students expectations has resulted in improved patronage. There has been a lot more creative ideas and hard work put into bar events with some great feedback and results. 2008 saw the introduction of the Foundry Card, which can be used to gain preferential member discounts.

The opening of the Bush Bar definitely had an impact on our performance. This however meant that we took a hard look at what we need to do to turn that performance around. We continue to look for new and innovative ways to make The Foundry "home base".

During 2008 we continued to work with the Police and CDHB to promote responsible drinking at all our events and on an ongoing basis. The EOLTea party was highlighted by The Police & Licensing Authority as a "role model" for other universities & event organizers to use. UCSA will continue to work with these partners as much as possible to reduce problems in the community.

CATERING

Catering continued to grow in 2008 as we picked a whole heap of new customers. Much of the work is for the student events, 21'st and the University. This is a commercial activity and helps us support the productivity of our production kitchen.

Continued growth in this area has enabled us to build and support this part of our business. Key initiatives for the future include a stand-alone website, the purchase of new equipment and a greatly enhanced levels of service execution.

KITCHEN AND BAKERY

Productivity and demand continued to grow as the cafes and catering sought to increase the range and type of products offered. The sandwich production was streamlined and tasked with improving the selection and quality of what they produced.

Early in 2008 the Baker departed to go into business on his own account. This gave us the opportunity to out source our product. Although there were some initial supply problems in the end it turned out to be the correct decision.

RETAIL

In the light of falling patronage and sales, it was decided to undertake a review of our retail operations. As a result of this review a decision was made to merge the two retail outlets into one operation. We retained the Unimart name and moved both operations in to the old Junction store.

This merger gave us the opportunity to streamline the services and products sold. It also allowed us the opportunity to attract two new tenants - Cyclone Computers and Specs 4 Less.

STRUCTURAL CHANGE

In 2008, as a result of significant feedback from students and customers, we undertook a major review of UCSA's Food and Beverage operation. The outcome was that we implement a new structure called Hospitality and Operations to support; Food & Beverage, Facilities and Events & Activities.

The primary focus of the new structure is to provide Strategic Leadership and Operational Excellence in the area of Hospitality and Operations. In short we needed to ensure we have an organisation that is customer focused and geared up to support the staff that work at the frontline.

This review took a significant amount of time and resources. However the new structure was finally in place by December in time to develop plans for 2009 and beyond.

This new organisation is lead by Hospitality and Operations Manager and has reporting to them a Bar Manager, Function & Catering Coordinator, Production and Admin Manager, Cafe & Retail Manager, Events & Theatre Manager and a Facilities Manager.

MARKETING & PUBLICATIONS

AWARDS

The Aotearoa Student Press Association (ASPA) awards were held in October 2008 and hosted by Waikato University. Canta did exceptionally well: 1st (equal) for Best Small Publication, James Squires 1st place Best Cartoonist award, Sam Shrivnan 2nd in the Best Feature category, Gabby Borland 2nd place for Best Cover and a 3rd for Best Editorial.

POPULARITY AND DEVELOPMENTS

Canta continues to be a popular advertising option for companies wishing to gain access to the UC student population. During 2008 Canta reported a 100% pick-up rate, with 80-90% picked up within 24 hours. Canta sales exceeded budget for 2008.

The 2008 UCSA (Canta, Diary, Wallplanner, Orientation Magazine, and Uni & U) publications are reviewed each year as to the relevance and demand from our student members. The UCSA Diary, Wallplanner and Orientation Magazine are continuously evolving regarding their design and practicality based on the students needs.

UCSA WEBSITE DEVELOPMENTS

The number of visitors throughout 2008 steadily declined, largely due to the outdated design and difficulty in navigating the site. Two major projects were undertaken at the end of 2008 relating to the UCSA websites redevelopment and construction and design of the new Canta website. The redesign of the UCSA website www.ucsa.org.nz and new Canta website www.canta.co.nz commenced in November. The projects were managed in-house with the UCSA Graphic Designer and Webmaster responsible for the construction and reconstruction, design and redesign, testing and websites release in time for the start of the new academic year. The UCSA website has seen significant improvements, based primarily, on the students usage during 2008. The key areas visited and developed are for clubs, events, and class reps. Canta online will bring much of the print content to the web in a magazine style format. The websites results are closely monitored and reported using Google Analytics



FACILITIES

The collective café at the College of Education continued to grow and an additional servery point was built to accommodate the demand. This was achieved while the café was still operating.

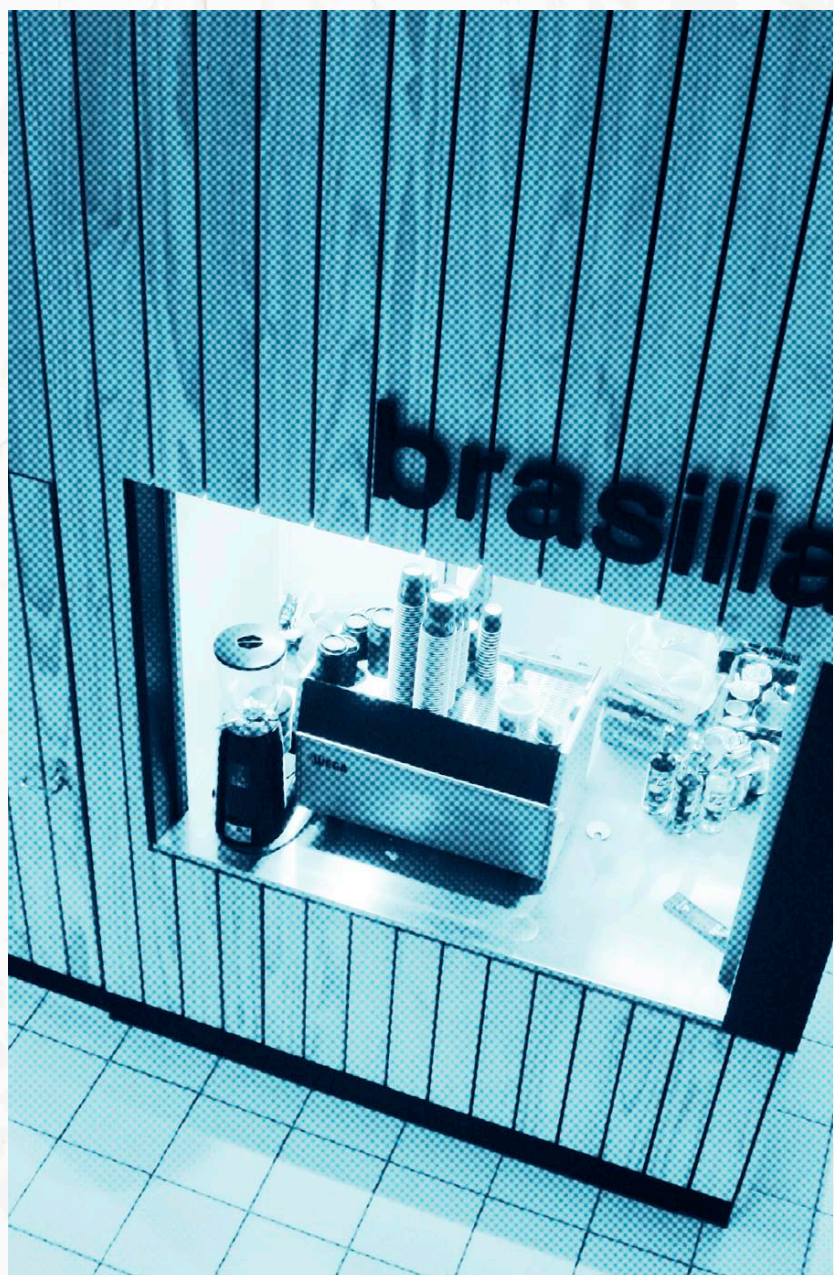
The Ilam Early Learning Centre had a new playground for the Under Twos. This allowed the staff an opportunity to include their ideas for child development. This has resulted in additional storage space and a large amount of different activities in a space that now looks open and very colourful.

The Main Foyer saw a lot of change as the Junction and Uni-mart were combined, but still provide the same services as always. This allowed space for two new retailers, including an optician and computer outlet.

In the Foyer we also upgraded the Brasilia Café, which has over time developed into a popular point to purchase coffee and special food onsite or as a take a way. It is now a brighter, modern space and a lovely spot to enjoy the sun and fresh air with friends.

Health & Safety has become a very important part of the UCSA operation and this meant that the Kitchen staff have a completely new floor surface and the opportunity was used to also to review and change the layout of their working space.

Engineering Café opened this year with a new colour scheme and this is also another good reason to go for a walk in the sun.



FINANCIAL PERFORMANCE SUMMARY

STATEMENT OF FINANCIAL PERFORMANCE¹

	2008 \$	2007 \$	2006* \$	2005 \$	2004 \$	2003 \$
Operating Revenue	8,317,025	7,936,981	7,324,876	6,156,132	6,519,076	6,488,680
<i>Less Operating Expenditure</i>						
Operating, Administration and Other Expenditure	6,823,868	6,402,830	6,096,664	5,317,525	5,493,497	5,575,443
Executive Expenditure	371,588	297,521	267,424	244,396	303,351	303,547
Depreciation	791,643	786,071	535,801	443,321	462,253	424,822
Interest Paid	33,193	40,000	37,103	20,777	30,313	38,869
Total Operating Expenditure	8,020,292	7,526,422	6,936,992	6,026,019	6,289,414	6,342,681
Net Surplus for the Year	296,733	410,559	387,884	130,113	229,662	145,999

STATEMENT OF MOVEMENTS IN EQUITY¹

	2008 \$	2007 \$	2006 \$	2005 \$	2004 \$	2003 \$
Equity at the beginning of year *	11,450,326	9,600,341	9,202,182	7,941,531	7,711,380	7,576,548
Prior period adjustment ²		1,509,393				
Net surplus for the year	296,733	334,355	387,884	130,113	229,662	145,999
Increase (decrease) in reserves	1,515,852	6,237	10,275	1,178,187	489	(11,167)
Total recognised revenues and expenses for year	1,812,585	1,849,985	398,159	1,308,300	230,151	134,832
Equity at the end of year	13,262,911	11,450,326	9,600,341	9,249,831	7,941,531	7,711,380

STATEMENT OF FINANCIAL POSITION¹

	2008 \$	2007 \$	2006 \$	2005 \$	2004 \$	2003 \$
Equity						
Association Funds	8,561,994	8,265,261	6,773,445	6,433,210	6,303,097	6,073,435
Reserves						
Asset Revaluation Reserve	4,657,526	3,143,587	2,791,655	2,791,655	1,615,863	1,615,863
Student Hardship Fund Reserve	43,391	41,478	35,241	24,966	22,571	22,082
Total Reserves	4,700,917	3,185,065	2,826,896	2,816,621	1,638,434	1,637,945
Total Equity	13,262,911	11,450,326	9,600,341	9,249,831	7,941,531	7,711,380
Current Assets						
Cash and Bank	1,493,688	777,043	306,060	397,136	803,975	549,089
Accounts Receivable	114,249	108,522	146,415	147,745	84,065	265,152
Stock on Hand	138,821	114,676	86,805	76,638	86,809	89,453
Total Current Assets	1,746,758	1,000,241	539,280	621,519	974,849	903,694
Non Current Assets						
Investments and Loans	1,735,059	1,641,300	1,610,736	1,536,965	1,470,750	1,189,804
Property, Plant and Equipment	10,615,081	9,600,028	8,452,026	7,595,913	6,040,135	6,196,358
Total Non Current Assets	12,350,140	11,241,328	10,062,762	9,132,878	7,510,885	7,386,162
Total Assets	14,096,898	12,241,569	10,602,042	9,754,397	8,485,734	8,289,856
Current Liabilities						
Accounts Payable*	645,057	484,684	566,174	430,611	390,298	354,131
Current Portion of Term Liabilities	79,000	86,812	94,894	73,955	79,950	70,440
Total Current Liabilities	724,057	571,496	661,068	504,566	470,248	424,571
Non Current Liabilities						
Term Liabilities	109,930	219,747	340,633	0	73,955	153,905
Total Liabilities	833,987	791,243	1,001,701	504,566	544,203	578,476
Net Assets	13,262,911	11,450,326	9,600,341	9,249,831	7,941,531	7,711,380

¹ These figures have been extracted from UCSA's 2008 Financial accounts, available at www.ucsa.org.nz

² Related to resolution of the UCSA Building ownership % uncertainty

* Adjusted for IFRS compliance in 2007

