



Australian Government

Department of Education, Employment and Workplace Relations

The Impact of
Voluntary Student Unionism on
Services, Amenities and Representation for
Australian University Students

SUMMARY REPORT

APRIL 2008

1.1 Background

The Australian Government is committed to providing young people with a dedicated suite of youth-focussed policies. Part of this commitment is ensuring that university students have access to the amenities and services they need, including child care, health care, counselling and sporting facilities, as well as independent and democratic student representative bodies. The previous government's voluntary student unionism (VSU) approach has made it difficult for many students to access these services.

On 17 February 2008 the Minister for Youth, the Hon Kate Ellis MP, released a discussion paper seeking the views of higher education stakeholders such as universities, students, small business, sports and community groups and state and territory governments on:

- the impact of VSU on student services, amenities and representation; and
- what needs to be done to ensure satisfactory services, amenities and student representative bodies.

Stakeholders were requested to provide written submissions by 11 March 2008 to the Department of Education, Employment and Workplace Relations in response to the discussion paper *The Impact of Voluntary Student Unionism on Services, Amenities and Representation for Australian University Students*. The discussion paper posed a number of questions to elicit detail about the impact of VSU and sustainable models for service provision.

The Minister met with hundreds of representatives from higher education stakeholder groups in parallel with the written submission process. Thirty-one meetings were held from 25 February to 12 March 2008. Consultations were held in all capital cities and in the regional centres of Ballarat, Armidale and Townsville. A list of the stakeholder groups that attended the meetings is at Appendix 2.

A total of 162 submissions had been received as at 18 April 2008. A list of the submissions is at Appendix 1. The full submissions can be viewed at www.dest.gov.au/vsu. Some submissions have not been published as requested by their authors. This report presents a summary of the findings from the written submissions and consultations.

This process superseded the planned review of the impact of the VSU legislation, which the previous government intended would commence in June 2008

Further background is given in the discussion paper *The Impact of Voluntary Student Unionism on Services, Amenities and Representation for Australian University Students*, which is available at: www.dest.gov.au/vsu.

1.2 Findings

The issues raised in response to the discussion paper questions are summarised below. In some cases, examples are given to illustrate the matters raised. The Australian Government is not endorsing the comments made in any particular submission.

1.3 Overview

Most submissions concluded that the abolition of upfront compulsory student union fees had impacted negatively on the provision of amenities and services to university students, with the greatest impact at smaller and regional universities and campuses.

Many noted that the introduction of VSU had forced rationalisations, and that current levels of services were more limited than had previously been the case. Many noted that the current arrangements were not sustainable in the medium to long term. In many instances, assistance was provided by the university but these funds were redirected from other uses such as teaching, learning or research. Some submissions indicated that there was no guarantee that this support would continue in the medium to long term.

While the provision of student services by student unions or guilds worked well in some cases, in other examples a private provider model or one in which a university provided the services was in operation. Many argued that advocacy, legal services and counselling were essential services.

A range of models were used for services such as child care, food outlets and health care. While a 'user-pays' model worked for some services (e.g. food and beverage outlets), it was reported that this type of delivery commonly resulted in increased costs to individual students. There was also the view that a 'user-pays' model disadvantaged students from low socio-economic backgrounds who are less likely to have 'ready cash' than others.

Many submissions put forward the view that VSU had resulted in a lessening of the vibrancy, diversity and, to some extent, the attractiveness of university life. It was indicated that this was particularly evident from the impact on clubs and societies; VSU had commonly resulted in an increase in fees, which had led to a decrease in the number of clubs and/or in club membership. A number of submissions expressed the view that the decrease in sporting club membership would lead to a decrease in participation in sport by individuals in later life.

While most submissions focussed on the negative effects of VSU on student services and amenities, some institutions did report some benefits. These included the streamlining and more efficient delivery of services to suit student needs, the opening up of the provision of services to a commercial model, and consultation with students to determine what could be defined as essential services. Some universities and student organisations had engaged commercial companies to assist them in reviewing the model for delivery of services.

Most submissions indicated that the capacity for student advocacy and democratic student representation had been significantly reduced since VSU.

Many student groups expressed the view that advocacy services provided, or paid for, by universities were compromised in their ability to allow students free and independent representation. Some universities had addressed this by adopting an 'arms-length' approach to the engagement of advocates for students.

Submissions reported that, at a number of universities, there was no longer a student union. In other instances, a number of student groups had been merged into one body. Postgraduate students indicated that they valued a separate student organisation as they had different needs and issues from undergraduates.

Some institutions commented that there had been benefits from VSU in terms of student representation and, in particular, that representation was now from a broader base.

A number of institutions commented on the general apathy of domestic students towards serving on committees or being involved in the university community. Some indicated that VSU was just one of many factors, including more students balancing study and work, contributing to this trend.

2.1 Responses to the discussion questions

2.1.1. Financial Impacts

What is the financial impact of VSU on your institution or organisation?

What approaches have been implemented to offset the loss of income from compulsory student union and amenities and services fees and how successful have they been? Your response might refer to the following examples:

- a) voluntary contributions/fees from students;*
- b) financial and in-kind support from the university;*
- c) the implementation of 'user pays' approaches; and*
- d) other (please state).*

How much have students been prepared to pay for services on a voluntary basis?

What is the financial impact of VSU on you as an individual? Financially are you better off overall?

Submissions from universities and student organisations reported significant reductions in the amount of funding collected from students under VSU.

The University of Western Sydney submission:

“The loss of the services fees (approximately \$9M p.a.) with the imposition of VSU was disastrous for UWS and its students, coming as it did in the context of a government grant that was not increasing in real terms.

The key services that the University determined, within the limit of available resources, that should be supported directly by the University were: welfare, case work and direct support for students via the student associations; and commercial services primarily food and beverage, but also including some sport and leisure activities.....The University considered that other services were desirable and important but were not within the resources of the University to fund. These services include ongoing support to maintain independent student organisations and their services (student newspaper and the like) and campus life activities by way of social sports and clubs/societies.”

University of Canberra Union submission:

“The University of Canberra Union lost \$1.3 million in annual amenities and services fees. The University of Canberra has covered a fraction of this loss with \$150,000 provided specifically for clubs and societies on campus... The number of members has decreased from 3,000 students to 1,443 and clubs and societies have decreased from 55 to 35...Prices for students have increased by 20%...Capital works on new campus services infrastructure is frozen.”

A range of approaches have been implemented to offset the loss of income from compulsory student amenities and service fees and universal union membership. Some student organisations reported that they had tapped into reserves to continue operations.

Charles Sturt University and Charles Sturt University Senate submission:

“At Charles Sturt University, the university bought all the assets of the associations and combined this with the cash reserves of all the student organisations into a trust fund. The interest collected on this trust fund would be used to fund future student activity.”

Wollongong University Students Association submission:

“Savings retained by past councils under the previous Universal Student Unionism system currently funds the Wollongong University Students Association”

A number of student organisations reported that they had sought voluntary contributions from university students to fund their activities. Although the contributions conferred membership of the student organisation and access to a range of benefits many students chose not to pay the fees.

While membership levels of many student organisations post-VSU were low, submissions from some West Australian universities reported membership rates of above 50 per cent. These submissions noted pre-existing policy/legislation that encouraged higher levels of membership.

University of Western Australia submission:

“The annual amenities and services fee has been set at a modest level, currently \$120 per annum for a full time student and less for part-timers and off campus students.

There has been a very high rate of voluntary membership (~75% in 2008) and voluntary payment of the ASF {annual student fee} (~60% in 2008) indicating that students see a clear value proposition in both membership and payment. The University collects the fee and passes it directly to the Guild (and the Sports Association) with only a small proportion withheld for administration costs. No funds are appropriated by the University for services and amenities.”

A number of student organisations decided to recoup the full cost of a service or to begin charging students a fee for services that prior to VSU had been provided below cost or without a specific charge. Submissions provided examples of ‘cost recovery’ and ‘for profit’ approaches that were implemented with the aim of subsidising unprofitable activities (e.g. advocacy and representation).

Queensland University of Technology Student Guild submission:

“The Guild has had to commercialise many services in order to ensure the financial viability of the organisation. Affected services include sport, recreation activities, trips, tours and courses, student magazine, orientation week, student diaries, clubs and societies, and child care. Commercialisation has increased the cost of all of the above services.”

Many submissions expressed concern that advocacy and counselling services were being funded by fee-for-service arrangements, and that some students could not afford to pay to use these services. A ‘user pays’ model for provision of services was identified by some stakeholders as inequitable for students from low socio-economic backgrounds.

University of New England submission:

“While the provision of commercial services has some benefits, it is worth noting that it necessarily means disadvantaging students from low socio-economic backgrounds.”

Queensland University of Technology Student Guild submission:

“While the increased cost affected all students, the higher prices have had a disproportionately negative impact on the most disadvantaged members of the student body.”

Universities have commonly directed their own funds to providing student services (either directly or via student organisations for delivery of the student services).

While recognising that the overall effect of VSU had been negative, some submissions did note that the need for university and student leaders to work together to manage the impact of VSU had led to improved understanding and working arrangements between the parties.

With the loss of a 'guaranteed' annual level of income for student organisations from compulsory student fees, many student organisations stated that they had transferred their attention and resources to raising funds and away from their objectives of providing and funding services for students.

Arc@UNSW submission:

"Self-sustainability was the top priority for Arc during 2007, and as such resources have been directed towards promoting membership, increasing commercial revenue from Arc retail stores to ensure the Arc can continue to provide valued and essential services. This has meant diverting resources from other key areas such as student representation, advocacy and support."

2.1.2. Changes in service provision since VSU

Is your institution or organisation supporting different services and amenities to those which were supported prior to the introduction of VSU?

Without any change to existing VSU arrangements how might services and amenities be further affected?

Are currently available funds being directed to amenities and student services of high importance?

Were services previously supported entirely by amenities and student services fees or were universities / others contributing additional funding?

Have there been job losses or changes in work loads and or responsibilities for you or your institution or organisation since the introduction of VSU?

Have people other than university students been affected in your community by the introduction of VSU?

Stakeholders reported a reduction in the number and range of services and activities available to university students since the introduction of VSU (see Appendix 3).

In terms of long-to-medium-term arrangements, issues of sustainability and uncertainty about the future were raised in many submissions. Most submissions indicated that reduced funding had meant that the services and amenities currently being funded were directed to areas of high importance.

Submissions indicated that universities' capacity to redirect funds had been constrained by their existing commitments and available funding. Institutions made the point that redirecting funding towards student services meant that there had been less funding available for core university activities like teaching and research.

Edith Cowan University submission:

"ECU endeavours to provide the best possible support services for students within budgetary constraints... The funding provided to the Guild through the Service Level Agreement could otherwise have been applied to core teaching, learning and research. In 2007, the University provided \$400,000 through the Service Level Agreement, plus provided in-kind support such as waiving of rent."

University of Newcastle submission:

"VSU was introduced at a time when the university was experiencing serious financial difficulties which limited the extent to which the institution was able to provide direct financial support to its student bodies."

Some university funding is identified as 'transitional' with arrangements in place for a limited number of years and/or decreasing over the years. In a few cases, universities and/or student organisations engaged commercial consultants to assist them in reviewing their approaches for service delivery to university students, with the aim of moving to a sustainable model.

University of Canberra Student Association submission:

"In late 2007 the University of Canberra Students Association (UCSA) signed a service level agreement with the University of Canberra (UC) for \$100,000. This amount was to cover the costs of student representation on university boards and committees. The amount increased to \$250,000 pa over the next three years. The UCSA has also taken over from UC the management of a residential college, providing some commercial income. These contracts terminate in 2010, and while they provide sustainability in the medium term, there is of course a risk that in 2010 they will not be renewed."

Queensland University of Technology submission:

"In October 2006, QUT Council approved the provision of \$1,218,168 million per annum (cash and in-kind assistance) to enable the Student Guild to continue to provide essential student services. The proposal included the University enhancing some student services to the amount of \$350,000 during 2007, as well as providing a tied grant of \$300,000 during the 2007-2009 triennium to the Guild to provide services not offered by the University, such as sport, clubs and societies and student advocacy."

Submissions indicated that smaller universities, regional universities and those with campuses outside of the metropolitan centres had less capacity to subsidise student services than the larger and city-based universities. In addition, the expectations placed on small and regional campuses,

particularly those not adjacent to town centres, for facilities like cafeterias, health centres and places for social networking, tended to be greater than for other universities.

University of New England submission:

“While there are many benefits for the University in being located in Armidale, its relative isolation and small on-campus cohort make the provision of services to students more difficult, yet those services are crucial for students because commercial providers can not profitably offer them.”

James Cook University submission:

“The Townsville and Cairns campuses of James Cook University are not located near the business areas of the cities. This means that if retail and food outlets are not provided on campus, students need to travel off campus by car/public transport to access these facilities. Additionally, the cost of freighting food into these campuses makes it difficult to benefit from the bulk purchasing arrangements the university has with other universities.”

Universities report that the funding agreements they established with student organisations to provide services for students included ‘agreed service levels’ and key performance indicators or ‘KPIs’. These performance indicators were established through negotiation and agreement, identifying services that both parties considered of high value to student life. Acquittal of funding against the indicators set in place accountability mechanisms.

University of Tasmania submission:

“Within the interim 2007 service level agreement (SLA) framework, the University of Tasmania provided over \$700,000 to the two student organisations to deliver specific services...The services purchased from student organisations are under four broad areas and include: representation; student advocacy and referral; orientation; and student experience.”

Many submissions indicated that there had been a reduction in the number of university student clubs and/or in participation levels. The increased cost of joining clubs since the introduction of VSU was identified as a contributing factor.

Australian National University Student Association submission:

“ANU has lost almost 50% of its clubs and societies”.

La Trobe University Guild submission:

“The introduction of VSU has had a negative impact student life and the La Trobe University Community. There is a noticeable decline in student participation in student clubs and student organisations. An example of this is the decline in attendance at Orientation Week.”

Many submissions indicated that the ability to support students attending the Australian University Games had been severely restricted since the introduction of VSU. Several clubs and sports-focused stakeholders reported that grants and scholarships that were available prior to the introduction of VSU and that had supported students to develop elite athletic skills or participate in national and state events no longer existed.

Australian University Sport/Australian Campus Union Managers Association submission:

“Direct funding for inter-university sport has been cut by 50 per cent – note also that participation by women at the Australian University Games was down to 40 per cent in 2007 compared to its historic (pre-VSU) level of 48 per cent; direct funding for university sporting clubs has been cut by 40 per cent with a 17 per cent reduction in the number of university students in sporting clubs - down from an estimated 72,000 to 60,000 students between 2005 and 2007.”

A number of stakeholders were concerned about the reduction in opportunities for participation in sport and physical activities, suggesting that there could be negative flow on effects for individuals and the community.

University of Queensland Sport submission:

“It is important to emphasise the significant impact VSU is having the on the long-term availability of physical activity options for both the University and the wider communities. Statistics have shown that within Australia the largest drop in physical activity is occurring within the 18-24 year old age bracket and this is the key demographic which is being impacted by the legislation in its current form.”

Sport and Recreation Tasmania submission:

“...believes the opportunity to participate in sport and physical activity is vital to providing university students with a balanced life. VSU would appear to be making these opportunities unattainable for some members of the student community.”

A number of submissions noted that the cumulative effect of the reductions in services for students was a noticeable reduction in the vibrancy of campuses. Some stakeholders noted that loss of vibrancy was also attributable to the increase in enrolments of part-time and distance learning students, as well as demands on full-time students balancing work and study.

Monash Student Association submission:

“The biggest loss has been in student attitude - that university is a place to go to class and go home, and so many students appear completely disinterested in any events on campus outside of their classes. The quality of students joining our club and our club committee, and the time they consider reasonable to devote to club activities has continually diminished, as the dominant ideology that another student's welfare is of no concern to the student population as a whole begins to take hold.”

Some stakeholders reported that the opportunities for students to engage with the wider community had disappeared or were much more limited since the introduction of VSU.

Central Queensland University Student Association submission:

“Loss of community involvement with university students through closure of entertainment venues, reduced sporting, social and cultural club subsidies”.

Bond University submission:

“The impact of VSU has limited the extent to which Student Council has been able to engage and maintain our voluntary engagement with the local community. Members of the community were previously invited to participate in our events, activities and services in the same way as our students. However, since VSU entry fees to these events had had to be either introduced for the first time, or increased substantially above previous costs.”

Stakeholders identified that international students were also affected by the loss of student organisations.

National Liaison Committee for International Students in Australia submission:

“The National Liaison Committee for International Students in Australia, the peak representative organisation for international students nationally, conducted a survey in 2006 on the impact of VSU. The main finding in the survey was that many overseas student associations ceased to exist or were unable to complete the survey due to lack of resources or active students post VSU.

Structural changes that occurred have involved losses of office bearer positions, losses of the independent organisations through a merge with the domestic student organisations and a loss of regional campus branches of the student associations. Funding changes have impacted negatively on overseas student associations’ ability to run events, projects and communicate to and represent overseas students.”

Some submissions reported cases where paid positions within student organisations could no longer be funded and staff members had their work hours reduced or took redundancies. In short, this meant that the work was no longer done or was shifted to time-poor student volunteers. This had contributed to the contraction of services for university students. In a number of cases, honorariums for student leaders had been reduced significantly or removed.

A number of student organisations noted in their submissions that their organisations lost staff that supported sport and social activities for all students, as well as those that assisted student representatives in engaging with university leaders. Loss of corporate knowledge was also recognised as a relevant issue in the longer term.

University of Southern Queensland Student Guild submission:

“Since VSU, Student Guild staff numbers have been significantly reduced. Consequently, remaining staff are working under extreme pressure and heavy work loads to try to maintain representation and advocacy services. This has resulted in increased levels of stress and anxiety for staff. Staff are maintaining services where possible, however, student preparedness to accept representational positions in university committees has significantly declined.”

Some stakeholders noted that volunteer opportunities for students in student organisations and paid positions in campus businesses had generally reduced in line with the reduction of their presence on campus. The point was made that such work opportunities provided students with exposure to ‘employability’ and life skills and complemented academic studies.

2.1.3. Changes in student advocacy and representation since VSU

What has been the impact of VSU on capacity for student representation and advocacy, both on campus and in the wider community? Describe any changes in the level of such services available to students.

Describe how VSU has impacted on the operations of student representative bodies on your campus? Identify the affected body in your response.

Does your campus or institution currently have an independent, student representative body? What work is it currently able to undertake effectively? In what areas is it falling short?

Both universities and students identified student advocacy services as important as they helped students engage with universities to resolve academic and other issues. Stakeholders reported that the provision of advocacy services to students had changed since the introduction of VSU, a notable change being that universities were now funding advocacy services through specific grants to student organisations (that delivered the service), or via in-house or contracted providers that were required to act in the interest of their student clients.

Students were largely of the view that there was a ‘conflict of interest’ in universities providing advocacy services. A number of universities reported they had responded to the issue by adopting an ‘arms length’ approach to the provision of student advocacy services.

National Union of Students submission:

“All but one respondent [to the National Union of Students’ consultation process] were concerned that ongoing direct Commonwealth funding may compromise the capacity of students to speak out critically against the government.

There were similar concerns regarding a direct university funding option, even on campuses where current relationships between university administrations and student representatives are fairly

positive. Issues raised included the tensions that effective student representation and advocacy may create with university administrators, universities being overly prescriptive in funding agreements that leave little scope for democratic student governance, excessive levels of bureaucracy and high levels of ‘administrative’ fees taken by the university from the allocations.”

Some submissions indicated that advocacy services could no longer be supported as funding was no longer available.

University of Technology Sydney submission:

“UTS Union and Student Association were unable to provide grants to Community Legal Centre, resulting in its closure. This affected not only UTS students but the local community, who were also able to access the Centre’s services.”

James Cook University submission:

“At James Cook University, the Centrelink services on the Cairns campus closed down. The Legal Service also closed down, affecting all campuses of the university.”

A number of submissions indicated that student representative bodies had been lost or merged since VSU.

Charles Darwin University submission:

“Charles Darwin University does not have a functioning student association. Following the introduction of VSU, no students at the University chose to join the existing Students’ Union via payment of a voluntary fee...When the Students’ Union called for elections, there were no nominees for any post. When the last of the professional officers left the organisation, the former elected Vice-Presidents were the only recognisable link to the Students Union.”

Charles Sturt University submission:

“Within ten months of the VSU legislation being enacted the student associations of Charles Sturt University dissolved.”

2.1.4. Models for sustainable services and representation for university students

2.1.4.1 Models for sustainable services for university students

Amenities and services for university students

Is there an essential suite of amenities and services that university students should be able to access?

Can services and amenities be prioritised? Which might be considered crucial to campus community life and individual student success?

Are there services not provided before the VSU legislation which your institution should now provide?

Are there any services provided before the VSU legalisation that are no longer required or should be provided on a reduced basis?

What services and amenities, currently offered on campus, are being accessed by youth/community groups outside of the university? Should / do they pay for usage and access?

Are there particular issues relevant to providing student services and amenities in regional areas?

Funding amenities and services

Should services be provided through user funding? How?

What is an appropriate balance between government, university, student and user pays funding of university amenities and services?

Who should receive the funding provided by students and / or governments and how can it be used transparently so as to meet the requirements of all university students?

How can student amenities be made more sustainable, particularly sporting infrastructure which can be costly and require significant expenditure on maintenance?

Describe your institution / organisation's preferred model that would facilitate adequate student services on your campus.

Stakeholders offered a range of views on the sustainable provision of services, amenities and representation into the future. It was noted in some submissions that university campuses across Australia were diverse and this necessitated the provision of flexible services to respond to relevant and changing needs.

Griffith University submission:

"The University is strongly of the view that Commonwealth Government must avoid a one size fits all approach in this area and also any attempt to 'micro-manage' universities in their relationships with students. The sector is very complex and the situation even within individual universities can be quite complex and varied across campuses."

Stakeholders expressed the view that uncertainty should be removed from the sector in terms of the future delivery of student services and amenities. It was noted in some submissions that some student organisations were drawing on their reserves to maintain student services at levels that were unsustainable or were relying on 'transitional' funding from universities. In such cases these student organisations had a limited operational life unless service levels were decreased or new funding sources were identified.

Australian Catholic University submission:

“Student Association Reserves and university funding have been used to maintain essential services in the short term. This model is not sustainable past 2008.”

Stakeholders identified the importance of funding future infrastructure projects and providing maintenance allowances for existing buildings to accommodate and support the delivery of student services, including representation. Some reported that building reserve and depreciation allowances were not being maintained by either students or universities. In some cases such reserves were being used to fund day-to-day operations.

Newcastle University Sport submission:

“The areas of particular concern to NUsport were the cost of servicing debt, the costing of ongoing facility maintenance and the capacity in the future to develop and expand facilities in order to keep pace with demand and changing requirements.”

2.1.4.2 Models for advocacy and representation for and by students

What structures does your university have in place that helps it ‘listen’ to the wishes of students concerning amenities, services and study? How can they be improved or made more effective?

How do university students on your campus appoint advocates or select others to represent their individual and collective interests?

What advocacy and representation services are valued on your campus?

What are the best ways for funding advocacy and representation services?

Should the government make adequate student representation and advocacy a condition of university funding?

Should the government impose requirements on either universities or student organisations in regard to the adequate and appropriate representation services?

Describe your institution / organisation’s preferred model that would facilitate adequate student advocacy and representation on your campus.

Stakeholders reported a range of mechanisms in place to determine the wishes of students. These included having students on university committees and faculty/school boards; undertaking student surveys; and regular formalised meetings between university unions and senior management.

Institutions reported arrangements where student associations had elected or nominated student representatives serving on university councils and committees.

Central Queensland University submission:

“The Student Association is governed by a Board of Directors comprised of elected student representatives from every campus. In addition, there is one appointment to the Board made by the CQU Council and one made by the Vice-Chancellor.”

Adelaide University Union submission:

“A Student Representative Council (SRC) has been established which reports more directly to the Board of the Adelaide University Union. The SRC is a relatively new body and an assessment of its effectiveness is not possible at this stage. However it is clear that its capacity, measured in resource allocation, is markedly smaller than the (former) Student’s Association of the University of Adelaide. It is envisaged that the SRC is able to effectively identify and address issues of major relevance to significant numbers of students (such as HECS levels, youth allowance, rent assistance) but may not be sufficiently resourced to take up issues which impact only upon smaller numbers of students.”

Many submissions from student organisations underlined the importance of having an independent student organisation governed by a student board.

2.1.4.3 Preferred models for funding student services, amenities and student representation

Key issues that need to be addressed in any model for funding student services, amenities and representation are:

- on-going funding for delivery of services, amenities, and provision of representation;
- one-off funding for infrastructure;
- flexibility; and
- sustainability.

Various models were proposed, including the Government funding student services and representation; students providing funding via the payment of fees (which could be deferrable via the Higher Education Loan Program); or universities providing additional funding. ‘Hybrid models’ combining various elements were also proposed. Some indicated that whatever funding model was adopted should be transparent, accountable and responsive. Others considered principles to be more important than models. A summary of the relevant information on models/principles for future funding of student services, amenities and student representation is at Appendix 4.

Many universities considered that the Government should provide funding for student services, amenities and representation, potentially via compacts, complemented by university funding, at levels that would depend on the particular circumstances of each institution or campus. Provision of funding by the Government would be conditional on the provision of adequate services, amenities and representation by the institution. Some proposed that the Government funding should be on the basis of equivalent full time student load.

Some submissions indicated that the Government should make available annual grant funding targeting the development of student facilities (e.g. retaining/enhancing the current Capital Development Pool program specifically for student services infrastructure).

Some institutions preferred increased Government funding for teaching and research that would reduce student-to-staff ratios to funding for student services.

Some stakeholders proposed that the Government should directly fund student unions.

The National Union of Students put forward the following model of three different elements after consultation with its constituents:

- deferred Student Support and Services Levy - this would include student organisation membership with an opt-out provision. Non-members would still pay an amount equivalent to the Student Support and Services Levy, which would go into the Campus Community Facilities Fund. Universities would be free to set the levy after receiving a recommendation from their student organisations. The Australian Government would set maximum and minimum limits. The levy would be delivered via a deferred payment for Higher Education Loan Program students;
- Campus Community Facilities Fund – the Australian Government, universities and student organisations would enter into formal partnerships to fund the maintenance and construction of major campus facilities such as student amenity buildings, sporting grounds and facilities and computer laboratories; and
- Restoring Student Services and Representation Transition Fund – the Australian Government would provide short-term transitional funding (grants up to two or three years) to help several campuses that have been most affected by VSU to restore effective and adequately resourced student representation, advocacy and student-driven campus culture.

Student groups largely supported the notion of a fee for student services and amenities, which could be deferred. They did not support a return to the pre-VSU fee levels, but a lower level of fees. In the model proposed by the NUS, fees would be up to 70 per cent lower than pre-VSU levels, with infrastructure costs included.

Although some supported the reintroduction of compulsory student fees, others argued that the solution needed to be one which would be sustainable in the long term. Students appeared to largely favour the payment of a fee as they considered that it provided them with some control over the provision of student services.

Stakeholders from Western Australia favoured the model that had been followed in that state prior to the introduction of VSU in 2006, namely student services funded by students paying a compulsory student services fee and voluntary student union membership.

Some stakeholders supported a mix of funding from Government, universities and students, with student fees supporting advocacy and highly valued services, and government and universities providing funding for representation and 'non-core' services and infrastructure.

Minister Ellis indicated during the consultations that the Government would consider a range of options, although there would not be a return to compulsory student unionism and the hefty student fees that existed prior to the introduction of VSU.

Appendices

Appendix 1 **List of written submissions on Voluntary Student Unionism**

Appendix 2 **List of organisations at the Voluntary Student Unionism
consultation meetings**

Appendix 3 **Summary of impacts of the VSU (Table)**

Appendix 4 **Summary of models to support student services, amenities and
representation (Table)**

List of written submissions on Voluntary Student Unionism

The Department of Education, Employment and Workplace Relations received over 160 written submissions in response to the discussion paper *The Impact of Voluntary Student Unionism on Services, Amenities and Representation for Australian University Students*. Submissions can be viewed at www.dest.gov.au/vsu. Some submissions have not been published as requested by their authors.

Universities Australia Chair
National Union of Students
UNSW United Nations Society
Committee for Ballarat
The Australian National University
Central Queensland University Student Association
University of Ballarat
NT Area Consultative Committee
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University of Newcastle Medical Society
Student's Representative Council of Sydney University
Wollongong Undergraduate Students Association
University of Western Sydney
University of the Sunshine Coast Student Guild
Deakin University
Australian National University Sport and Recreation Association
Flinders University
University of Wollongong Student Representatives
Arc@UNSW Women's Department
Australian Young Labor
University of Canberra Students' Association
Central Queensland University
Newcastle University Sport
Bond University Student Council
Monash University
Flinders University Buddhist Society
CPSU-SPSF NSW

Riverina Area Consultative Committee
University of Tasmania
National Tertiary Education Union
Australian Olympic Committee
Edith Cowan University
University of Canberra Union
Southern Cross University
Bendigo Student Association
Flinders University Choral Society
University of Technology Sydney
Australian Catholic University
Newcastle University Student Association
University of South Australia
ARC@UNSW Students with Disabilities Department
University of Technology Sydney Students' Association
UniLife
University of New South Wales Law Revue Society
Macquarie University Postgraduate Representative Association
Australian University Sport and Australasian Campus Union Managers' Association
National Labor Students
Victoria University
University of Wollongong Recreation and Aquatic Centre
Southern Cross University Coffs Harbour Students Association
Macquarie University
Central Queensland Area Consultative Committee
Student Council of Flinders Campus Community Services
National Union of Students - Victoria
Tasmania University Union Societies Council
Edith Cowan University Student Guild
Sydney University Postgraduate Representative Association
La Trobe University
The University of Newcastle
National Tertiary Education Union RMIT Branch
Newcastle University Postgraduate Students Association
RMIT Student Union
Sydney Uni Sport and Fitness

Swinburne Student Union
La Trobe University Clubs and Societies Council
The University of Melbourne Student Union and the Melbourne University Overseas Students' Service
Wollongong University Postgraduate Association
Tasmania University Union
La Trobe University Guild
Monash University Gippsland Student Union
The University of Queensland
RMIT Union Board
Griffith University Gold Coast Student Guild
Avondale College
Postgraduate and Research Students' Association Australian National University
University of Western Australia Student Guild
ACT Sport
Adelaide University Union
Arc@UNSW
Charles Sturt University Student Senate
National Union of Students – New South Wales
University of Southern Queensland
Youth Affairs Council of South Australia
The University of Adelaide
Wollongong Undergraduate Student Association
Member for Reid
James Cook University
The University of Sydney
RMIT University
New South Wales Liberal Students Association
La Trobe Student Representative Council
University of Southern Queensland Student Guild
Wollongong Undergraduate Student Association President
Australian Technology Network
Council of Australian Postgraduate Associations
Griffith University
The University of New England
Justice and International Mission Unit, Synod of Victoria and Tasmania, Uniting Church in Australia

University of Melbourne
University of Melbourne Postgraduate Association
University of New South Wales
VicCentral Highlands Area Consultative Committee
University of Sydney Union
Flinders Campus Community Services
Curtin Student Guild
National Liaison Committee for International Students in Australia
National Tertiary Education Union University of Sydney Branch
Postgraduate Association of the University of Western Sydney
Victorian College of the Arts Student Union
Deakin University Students Association
Greater Green Triangle Area Consultative Committee
UQ Sport
Australian Student Environment Network and National Union of Students Environment Department
Arc@UNSW Environment Officers
Queensland University of Technology
Mid West Gascoyne Area Consultative Committee
Charles Sturt University
Charles Darwin University
Campus Central (Ourimbah Campus Student Association)
Australian Federation of International Students
Australian Liberal Students' Federation
Australian Law Students Association
Australian National University Student Association
James Cook University Postgraduate Student Association
University of Western Australia
National Union of Students – Western Australia
Monash Student Association
Economics and Commerce Students' Society of University of Western Australia
QUT Student Guild
Sport and Recreation Tasmania
Australia New Zealand Student Services Association
Bailey, D
Barron, M
Butterworth, A

Clerk, D
Cox, J
Crew, N
Fantasia, R
Ford, N
Frost, N
James, E
La Trobe University Post Graduate Association
Osbourne, K
Potts, B
Searson, P
Shuttleworth, K
Skewes, D
Smyrnios, S
Swanson, T
Swinburne University of Technology
Tasmania University Post Graduate Association
Member for Northern Tablelands, Speaker of the House of Representatives NSW
Tree, T
Western Australian Union of Liberal Students
White, M

List of organisations at the Voluntary Student Unionism consultation meetings

Over 150 organisations and groups were represented at the consultation meetings held between 25 February and 12 March 2008 in all state and territory capital cities and the regional centres of Armidale, Ballarat and Townsville. Representatives from universities (executives and student service providers), student organisations and sports and community organisations attended the meetings.

The following is a list of the organisations and bodies that were represented at the meetings:

- Adelaide University Union
- Aquinas Student Association (Australian Catholic University Ballarat)
- Arc (UNSW students' organisation)
- Australasian Campus Union Managers' Association
- Australian Capital Territory Department of Education and Training
- Australian Catholic University
- Australian Liberal Students' Federation
- Australian Technology Network of Universities
- Australian University Sport
- Ballarat City Council
- Batchelor Institute of Indigenous Tertiary Education
- Batchelor Institute Student Representative Council
- Bendigo Bank Academy of Sport
- Bond University
- Bond University Student Council
- Campbelltown City Council
- Canberra Institute of Technology Students Association
- Central Queensland University Student Association
- Charles Darwin University
- Charles Darwin University Council Postgraduate Student Representative
- Charles Darwin University Council Undergraduate Student Representative
- Charles Darwin University Pharmacy Students Association
- Charles Darwin University Postgraduate Students Association
- Charles Darwin University Sport
- Charles Sturt University
- Charles Sturt University Students Senate (formerly the CSU Students' Association)
- Council of Australian Postgraduate Associations Inc
- Curtin Student Guild
- Deakin University
- Deakin University Student Association
- Edith Cowan University

- Edith Cowan University Student Guild
- Flinders One (Flinders Campus Community Services Inc)
- Flinders Uni Postgraduate Students' Society
- Flinders University
- Griffith University
- Griffith University Campus Life
- Griffith University Gold Coast Student Guild
- Griffith University Postgraduate Students Association
- Hockey SA
- James Cook University
- James Cook University Postgraduate Student Association
- James Cook University Student Association
- La Trobe University
- La Trobe University Guild
- La Trobe University Postgraduate Association Inc
- La Trobe University Student Representative Council
- Macquarie University / U@MQ
- Macquarie University Council Student Representative
- Macquarie University Postgraduate Representative Association
- Melbourne University Sport
- Melbourne University Student Union
- Monash Student Association
- Monash University
- Monash University Gippsland Student Union
- Murdoch University
- Murdoch University Guild of Students
- National Tertiary Education Union
- National Union of Students
- National Union of Students - Australian Capital Territory
- National Union of Students - New South Wales
- National Union of Students - Queensland
- National Union of Students - South Australia
- National Union of Students - Victoria
- National Union of Students - Western Australia
- Newcastle University Sport, The Forum
- Newcastle University Student Association
- Postgrads@UNE (University of New England students' organisation)
- Postgraduate Association of the University of Western Sydney
- Queensland Academy of Sport
- Queensland Department of Education, Training and the Arts
- Queensland Department of Sport and Recreation
- Queensland University of Technology
- QUT Student Guild
- RMIT Union
- RMIT University
- South Australian Department of Education and Children's Services
- Southern Cross University

- Southern Cross University Postgraduate Association - CRUX
- Southern Cross University Student's Association - Coffs Harbour
- Sport UNE
- St Andrew's College, University of Sydney
- Swinburne Student Amenities and Association
- Swinburne Student Union
- Swinburne University
- Sydney University Postgraduate Representative Association
- Sydney University Sport and Fitness
- Table Tennis Victoria
- Tasmania University Cricket Club
- Tasmania University Postgraduate Association
- Tasmania University Union
- Tasmanian Cricket Association
- Tertiary Balance Pty Ltd
- The Ascent Group Australia Ltd
- The Australian National University
- The Australian National University Postgraduate and Research Students' Association Incorporated
- The Australian National University Sport and Recreation Association Incorporated
- The Australian National University Students' Association
- The Australian National University Union
- The University of Adelaide
- The University of Adelaide Student Representative Council
- The University of Melbourne
- The University of Notre Dame
- The University of Sydney
- The University of Western Australia
- The University of Western Australia Postgraduate Students' Association
- Undergrads@UNE (University of New England students' organisation)
- UniLife, University of South Australia
- Universities Australia
- University of Adelaide Sports Association
- University of Ballarat
- University of Ballarat Student Association
- University of Canberra
- University of Canberra Student Association
- University of Canberra Union Ltd
- University of Melbourne Postgraduate Association
- University of New England
- University of New South Wales
- University of Newcastle
- University of Notre Dame Australia Student Association
- University of Queensland Union
- University of South Australia
- University of Southern Queensland
- University of Southern Queensland Student Guild
- University of Sydney Students Representative Council
- University of Sydney Union
- University of Tasmania

- University of Tasmania Student Association
- University of Technology, Sydney
- University of Technology, Sydney Students' Association
- University of the Sunshine Coast
- University of the Sunshine Coast Student Guild
- University of Western Sydney
- University of Western Sydney Students' Association
- University of Western Sydney's UWS Connect Limited
- University of Wollongong
- University Recreation and Aquatic Centre Ltd (Wollongong)
- UNSW Sports and Recreation
- UTS Debating Society
- UTS Engineering Society
- UTS Fencing Club
- UTS Ski Club
- UTS Touch Football Club
- UTS Union Ltd
- UWA Student Guild
- Victoria University
- Victoria University Student Association
- Western Australia Department of Education Services
- Western Australia Department of Sport and Recreation
- Whittlesea City Council (Leisure Services and Planning)
- Wollongong Undergraduate Students' Association

Summary of impacts of Voluntary Student Unionism (Table)

Data taken from Australian government estimates and submissions to the review

Universities & campuses by state	Money raised from student membership pre VSU	% of Students that are members of student assoc post VSU	Money raised from student membership post VSU	Funds contributed by University post VSU	Services/representation lost with the introduction of VSU
New South Wales					
University of Technology, Sydney Sydney	\$6.2 million	Not provided	190,000	\$500,000	<ul style="list-style-type: none"> - removal of grants to child care centres - reduction in grant to community legal centre, forcing its closure - reduction in funding and member numbers in sporting, recreational, cultural and social clubs - average 15% price increases in food outlets and newsagencies - -reduction of staff - -honoraria cut

University of Western Sydney Parramatta Bankstown Blacktown Campbelltown Hawkesbury Penrith	\$7.27 million	none	nil	\$770,000	<ul style="list-style-type: none"> - welfare services previously provided by the student association now provided by university - Shuttle bus services cancelled; - Clubs and societies greatly reduced; - Social sport reduced; - Campus life activities significantly reduced. - cancelling of monthly newsletter for postgraduate students, financial support for postgraduate clubs and societies, day trips, student scholarships and honoraria, financial support for students engaged in representational duties, replacing computers and office equipment, academic journal project - loss of social and sporting amenities - increase in prices and loss of student discounts at food outlets - loss of grants to child care centres
Charles Sturt University Albury Bathurst Wagga Wagga Orange Dubbo	\$3.37 million	none	nil	\$1 million	<ul style="list-style-type: none"> - change to University run advocacy services has resulted 83% drop in usage, - Significant increase in food prices at the Bathurst campus, - loss of the second-hand bookshop at the Bathurst campus, - Photocopying services closed

<p>The University of New England</p> <p>Armidale</p>	<p>\$2.25 million</p>	<p>Not provided by submissions</p>	<p>Not provided by submissions</p>	<p>\$1.06 million</p>	<ul style="list-style-type: none"> - independent student advocacy services and welfare services, an important element in student engagement, suffered staff reductions - Services UNE staff reduced from 94 to 56 since 2006 - Student employment opportunities in the broader local community significantly compromised - loss of publications and student newspaper - loss of transport for external students during residential schools - loss of external students' social receptions, morning and afternoon teas - loss of student barbeques, entertainment, particularly in the way of big named bands, lunchtime quizzes and debates, pool competitions, creative arts workshops and competitions (eg photography and short story); - minimal support for clubs and societies - staff reductions for SportUNE - Sport UNE facilities, services and programs adjusted in light of the reduction in available funds
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University of Newcastle Newcastle City Callaghan Ourimbah Gosford Wyong Port Macquarie	\$4.89 million	All students are members but % of financial members not provided	\$462,924	\$1.9 million	<ul style="list-style-type: none"> - Reduction in sport and clubs - Sever reduction in subsidy for participation in inter-university sport - Reduced funds for infrastructure - Fewer social and cultural events - Funding for postgrad students cut - Parent room closed - Reduction in student association from 7 to 3 staff. - Publication of student media cut from 7 issues to 4. - Print services cut - Second hand book shop closed - Emergency loans cut - Weekly BBQ reduced - Increase in food costs on campus - Grievance officer cut part time.
The University of New South Wales Sydney	\$10.13 million	Not provided by submissions	Not provided by submissions	\$4 million	<ul style="list-style-type: none"> - loss of emergency loans - loss of job opportunities for students - loss of free entertainment - diversion of resources from advocacy, representation and support to promoting membership and increasing revenue - decrease in participation in sport
Macquarie University North Ryde	\$4.53 million	Not provided by submissions	Not provided by submissions	\$5 million	<ul style="list-style-type: none"> - reduction in funding for Uni Games participants - delayed upgrade of sporting infrastructure - loss of independence of clubs, societies, representation

The University of Sydney Sydney Lidcombe	\$14.19 million	30%	\$800,000	\$10 million	<ul style="list-style-type: none"> - loss of staff - closure or outsourcing of catering outlets - Loss of 15+ dedicated club meeting/rehearsal spaces. - Child care no longer subsidised - Cancellation of special interest annual journals - Closure of Disabilities Rest Centre, cessation of dedicated lockers for disabled students - Affiliated sites societies no longer funded
University of Wollongong Wollongong Shoalhaven	\$3.87 million	Not provided by submissions	Not provided by submissions	\$240,000	<ul style="list-style-type: none"> - cuts to student magazine, a second hand bookstore, an independent advocacy officer, emergency short-term loans, free weekly barbecues, clubs, societies, and collectives
Victoria					
University of Ballarat Ballarat	\$1.14 million	45%	Not provided by submissions	\$400,000	<ul style="list-style-type: none"> - -loss of general store and café - -increased costs to students - loss of staff
Deakin University Melbourne Geelong Warrnambool	\$4.28 million	17%	Not provided by submissions	\$1.5 million	<ul style="list-style-type: none"> - Legal advice - Book subsidies, - Emergency loans - Tenancy advice, - International student family network program, - Student leadership program, - subsidised sporting equipment, - elite athlete funding, - distance student support hotline
Swinburne University of Technology Hawthorn	\$2.36 million	Not provided by submissions	Not provided by submissions	\$1million	<ul style="list-style-type: none"> - negative impact on sporting and recreational facilities - highly increased food outlets prices - loss of student loans - reduced clubs & societies funding - loss of publications - loss of tool library - loss of emergency housing support - loss of legal service

Victoria University Melbourne Footscray Melton Newport St Albans Sunbury Sunshine Werribee	\$3.16 million	Not provided by submissions	Not provided by submissions	\$1.5million	<ul style="list-style-type: none"> - Health Adviser and the Drug Education Service discontinued - Student Advocacy and Student Representation sections discontinued, replaced with the Student Advisory Service - Sport programs and club subsidies reduced or removed - reduced opening hours for Fitness Centres on smaller campuses - reduced expenditure on equipment replacement and facility maintenance - postgrad assoc ceased functioning - reduced capacity of student association to communicate with students and encourage participation
Monash University Melbourne Gippsland	\$13.4 million	10%	\$100,000	\$4.5 million	<ul style="list-style-type: none"> - reduced hours of operation for information booths - many FT positions to PT - funding cut for O-Week - loss of Transport Office - Loss of Indigenous Office - Loss of scholarships on the Gippsland campus - Closure of radio station - increased prices for services and amenities, including child care - loss of 8 staff (EFT) - reduction in hours for staff, such as Women's Dept - reduction in training for student reps - loss of funding for clubs and societies, student newspaper

RMIT University Melbourne	\$11.27 million	2%	\$23,476	\$4.2 million	<ul style="list-style-type: none"> - loss of dental service - control of many services transferred from student organisations to RMIT - two-third reduction in staff numbers - honoraria reduced - representation now centralised on main city campus, instead of across all three campuses - loss of ability to canvas and represent a wide range of opinions - reduced hours of operation for contact desks - loss of 2nd hand bookshop - loss of student union and student-focussed space - reduction in range and volume of activities - loss of publications - reduced support for radio and TV station
La Trobe University Melbourne Albury-Wodonga Bendigo	\$5.87 million	7%	\$225,000	\$3.6 million	<ul style="list-style-type: none"> - loss of staff - halving of child care subsidy - child care centre closed - reduction in funding to student newspaper, clubs and societies - closure of radio station - loss of honoraria - halving of sports funding - two scholarships abolished
The University of Melbourne Melbourne	\$10.06 million	9%	Not provided by submissions	\$160,000	<ul style="list-style-type: none"> - loss of support staff - reduced participation in Australian Uni Games - reduced funding for child care assistance - level of outreach programmes and project work limited - limited number of staff providing a casework service - reduction in publications - changes in funding to clubs and societies

Queensland					
James Cook University Townsville Cairns Mackay Mt Isa Thursday Island	\$2.32 million	10%	\$44,000	\$300,000	<ul style="list-style-type: none"> - Student Association has given up leases on catering outlets, closed shops on both campuses. - SA refectories' prices have increased, hours cut - significant price increases for sport - number of clubs and societies has halved - Closure of Centrelink service on Cairns campus - Closure of Legal Service (uni wide) - Health programs abolished - advocacy delivery restricted due to reduced number of staff - Student representatives have increased work commitments preventing them from attending council meetings etc. - Two scholarships
Southern Cross University Lismore Coffs Harbour Tweed Gold Coast	\$1.4million	20%	Not provided by submissions	\$330,000	<ul style="list-style-type: none"> - loss of some Lismore student organisations, resulting in reduction of advocacy and representation - loss of dental service - loss of the textbook loans scheme - loss of the honours scholarship program - reduction in clubs from 25 to 5 - loss of staff - loss of the monthly stipend paid to volunteer directors and officers
Queensland University of Technology Gardens Point Kelvin Grove Carseldine Caboolture	\$5.75 million	35%	No fee charged	\$1.4 million	<ul style="list-style-type: none"> - Postgraduate students association - Welfare services - Education services and support for student representatives - Social justice services - 'student life' activities - Sport - International student services.

The University of Queensland Brisbane Gatton	\$6.23 million	Not provided by submissions	Not provided by submissions	\$2 million	<ul style="list-style-type: none"> - increased prices at catering and retail outlets - legal and advocacy services curtailed
Griffith University Gold Coast Logan Mt Gravatt Nathan Southbank	\$6.15 million	13%	\$139,000	\$2 million	<ul style="list-style-type: none"> - loss of staff (including student positions) - increased costs for services and amenities - leased sporting facilities to private operators - rationalisation of food services - reduced subsidies for attending Australian University Games - increased prices for child care - SRC has folded (only partially attributable to VSU) - loss of student involvement in the GC Student Guild
University of the Sunshine Coast Fairfax	\$0.52 million	2%	\$30,000	\$1 million	Direct Quote: "We believe the situation for students in the smaller, regional universities needs special consideration. Relative to students attending large metropolitan campuses there is not access to the infrastructure, facilities and services that have been established over many years through the activities of large, well funded Guilds".
Bond University Robina	\$0.60 million	Not provided by submissions	Not provided by submissions	Not provided by submissions	<ul style="list-style-type: none"> - increased entry fees and service costs - limited engagement and maintenance of engagement with local community - reduction in funding to clubs and societies

<p>Central Queensland University</p> <p>Rockhampton</p> <p>Gladstone</p> <p>Emerald</p> <p>Mackay</p> <p>Bundaberg</p>	\$2.66 million	Not provided by submissions	Not provided by submissions	Not provided by submissions	<ul style="list-style-type: none"> - loss of staff - loss of cultural and social services - loss of sport subsidies - closure of live entertainment venue - increased costs for lockers, photocopying, etc - Funding assistance for registration and affiliation or external bodies - Funding assistance for club operating costs—reduced under VSU - Funding assistance for venue hire - Funding assistance for speakers or workshops - Assistance and advice on club management and finance - Assistance with booking of university and Association facilities - Assistance with ordering of club equipment and/or uniforms - Assistance with special events, sponsorship and fundraising - Assistance with club promotion including Club and Society advertising - Access to Fulltime staff member (Clubs and Societies Officer) - Access to Association equipment (BBQ, eskies, chairs, tables, tents, etc) for on campus fundraising
<p>University of Southern Queensland</p> <p>Toowoomba</p> <p>Springfield</p> <p>Hervey Bay</p>	\$2.63 million	Not provided by submissions	Not provided by submissions	Not provided by submissions	<ul style="list-style-type: none"> - loss of staff - decline in students accepting representational positions

South Australia					
University of South Australia Adelaide Whyalla	\$4.55 million	Not provided by submissions	Not provided by submissions	\$615,000	Include: <ul style="list-style-type: none"> - reduced staff, increased workloads - closure of student association shopfronts, commercial shops - Accident insurance, - Student employment service, - Student loans, - Student accommodation, - First aid course, - Child care subsidy, - Student grants - Legal advice - Tax help - Free films
The University of Adelaide Adelaide	\$3.53 million	6%	\$50,000	\$1.2million	<ul style="list-style-type: none"> - loss of staff, including welfare and advocacy staff - loss of honoraria - decreased level of engagement with the community - increasing isolation of international students - university has taken over management of Union House - food and beverage outlets now run by the university - declined participation in representative positions
Flinders University Adelaide Port Lincoln	\$2.88 million	Not provided by submissions	No fee charged	\$1million	<ul style="list-style-type: none"> - reduction in student representative bodies—6 to 1, - 60 clubs/societies and 11 sports and recreation clubs shut down, - education research/advocacy officers - Employment service now user-pays, - international student support officer - Occasional child care centre - student newspaper - Honorariums stopped

Western Australia					
The University of Western Australia Perth	\$1.31 million	60%	\$1 million	\$200,000	<ul style="list-style-type: none"> - The Sexual Assault Referral Centre, - 28 jobs were cut including: Education Officers (staff who provide counselling, academic appeals and Austudy/Youth Allowance advice), - The total representation budget was cut from \$135,000 to \$25,000, - The student welfare budget cut from \$70,000 to \$45,000, - a 45% reduction in funds given to student clubs and societies, - The textbook subsidy scheme, - A Guild computer lounge, which had offered free 24 hour access, was closed down, - The Guild Sports and Recreation Division became a separate for-profit organisation, - Funds maintaining Guild property fell from \$320,000 to \$120,000 Guild is finding it difficult to maintain current assets, - personal accident insurance for students cancelled.
Edith Cowan University Joondalup Bunbury Mt Lawley Churchlands	\$1.31 million	5%	\$98,000	\$400K	<ul style="list-style-type: none"> - Loss of: <ul style="list-style-type: none"> » Guild Legal Service » Guild Shop & Access Centres on all campuses » Bunbury Guild Services Building » 2 Staff Positions - Closure of the Post Graduates Association - Reduced funding to the International Students Council - Reduced welfare and representation services
Curtin University of Technology Perth	\$2.36 million	Not provided by submissions	Not provided by submissions	Not provided by submissions	<ul style="list-style-type: none"> - 5 staff redundancies - loss of research officer - loss of child care - loss of Legal Assist - increased marketing costs, reducing available funds to be spent elsewhere

Murdoch University Perth	\$1 million	20%	Not provided by submissions	Not provided by submissions	
Northern Territory					
Charles Darwin University Darwin Alice Springs Nhulunbuy Katherine	\$0.42 million	Not provided by submissions	No fee charged	\$150,000	CDU Union no longer exists. The University is now handling student grievances, amenities activities, IT support for clubs and some catering. Other catering outsourced. The university has established a separate (largely self-funding) company to coordinate support for student organisations, including the student association, sports association and postgraduate association.
Batchelor Institute of Indigenous Tertiary Education Batchelor	Not available	Not provided by submissions	Not provided by submissions	Not available	
Australian Capital Territory					
University of Canberra Canberra	\$1.47 million	Not provided by submissions	No fee charged	\$250,000	<ul style="list-style-type: none"> - loss of advocacy and representation - decrease in frequency of publications - loss of staff - honoraria reduced/abolished - reduced assistance for Commonwealth Government payments

The Australian National University Canberra	\$1.66 million	Not provided by submissions	Not provided by submissions	\$1.16 million	<ul style="list-style-type: none"> - inability to upgrade buildings and facilities - loss of publications - loss of almost 50% of clubs - loss of ability to adequately reimburse student representatives who work full or part time - advocacy restricted as it is provided by student representatives - loss of short term emergency grants for food, petrol, child care, textbooks or overnight accommodation - decreased staff hours for legal officer, welfare officer - decrease in sports participation
Tasmania					
University of Tasmania Hobart Launceston	\$2.66 million	50%	\$2,400	\$1million	<ul style="list-style-type: none"> - limited support for UTAS Clubs and Societies - increase in prices for food outlets - loss of 14 EFT staff, including Specialist Postgraduate Advocate and Research Officer - research activities and submissions have diminished - closure of computer lab - loss of club and societies meeting space - funding for Student Art Gallery cut - less funding for welfare initiatives like emergency food packs and short-term loans - honoraria cut
National					
Australian Catholic University Brisbane North Sydney Strathfield Canberra Ballarat Melbourne	\$2.23 million	Not provided by submissions	Not provided by submissions	Not provided by submissions	

MODELS (alphabetical order)

Note: Not all written submissions contained or referenced models

Model	
<p>Australian University Sport/Australasian Campus Union Managers' Association (AUS/ACUMA) and similar approaches</p> <ul style="list-style-type: none"> Individual universities to levy and administer a modest amenities and services fee (eg up to \$150.00 per student per annum, indexed) charged to all students attending their respective universities, with the option for students to defer the fee through a HECS-style loan. Fees could only be applied to those activities permitted under the relevant legislation. Membership of student organisations would remain entirely voluntary. Shared responsibility between universities and students to provide amenities and services to students from Commonwealth funding provided annually on an indexed basis: <ol style="list-style-type: none"> grants (capped at \$50 million GST inclusive) to match recurrent new funding provided by universities since the onset of VSU, grants to match capital funding for campus services infrastructure (capped at \$20 million GST inclusive), and the Regional University Sport Funding Programme (\$2.5 million) once the current program expires at end 2010. 	
Supporters	Amendments / Notes
Macquarie University	
Monash University	
RMIT Union Board	Option 2
The Hon Richard Torbay, MP, Member for Northern Tablelands, Speaker NSW Parliament	
University of Sydney Union	

Model
<p>Australian Technology Network</p> <ul style="list-style-type: none"> Annual grant funding from the Australian Government targeting the development of student facilities (for example, retaining/enhancing the capital development pool specifically for student services infrastructure). This could be supplemented with a 'user pays' system for more specialist clubs and societies where individuals directly benefit as a means of ensuring ongoing sustainability. Universities identify those services that best meet the needs of their student profile (including socio-economic and ratio of international to domestic students) and enter into a service agreement with the Government to fund on a per capita basis. The model includes requiring an annual budget and quarterly review of performance of services provided. The Australian Government address student-to-staff ratios requiring universities to fund student services from non-Commonwealth funds. Students are charged a compulsory services and amenities fee to support services such as sporting clubs, societies, social engagement, leisure activities and photocopying. The fee would be levied against those services specifically agreed upon between universities and government (via the funding compact process) that would allow for institutional mission and region. The Australian Government support partnership models of joint development and use of services and amenities to enhance community outreach and social inclusion. Any funding decisions need to take into account the cost of providing similar services on multiple campuses and the greater needs of students from equity backgrounds. No HECS-style loan.

Supporters	Amendments / Notes
RMIT	

Model
<p>Bailey</p> <ul style="list-style-type: none"> student unions, with the help of the universities, approach alumni to contribute in an altruistic way towards maintaining the level of support and facilities.

Model	
Compulsory fee paid by students, either no mention of method of payment options or non-HECS style	
Supporters	Amendments / Notes
Avondale College	
Australian Olympic Committee	<ul style="list-style-type: none"> Funds administered by an entity established by each individual university for the purpose of sport, the board of which shall comprise at least 51% of members directly appointed by the individual university. No funds spent on political activity. Individual university required to certify annually proceeds of the fee have been applied to the intended purposes.
Campus Central (Ourimbah Campus, University of Newcastle)	
Deakin University	<ul style="list-style-type: none"> Compulsory services fee divorced from student association membership. Fees collected by the university. Deakin University believes in independent student representation for and by students but does not believe the Government should dictate or prescribe the model, form or structures for such representation.
Flinders Campus Community Services	
Flinders University	<ul style="list-style-type: none"> Ranging from \$50-\$100 per annum.
Griffith University Gold Coast Student Guild	<ul style="list-style-type: none"> Guidelines/limits set by the Government/universities..
Griffith University	<ul style="list-style-type: none"> Compulsory fee payable to the university. The university then distributes funds to service providers.
RMIT Student Union	<ul style="list-style-type: none"> Universal Student Unionism.
Student Council, Flinders Campus Community Services	<ul style="list-style-type: none"> Not HECS-style.
UNSW	
Victoria University	<ul style="list-style-type: none"> Compulsory fee to be levied on all students, with membership of student associations not compulsory. Fee paid upfront at enrolment, semester basis. Allocation of revenue should be governed by University policy and reported annually in the University's Annual Report to Parliament. Funding based on an MOU or similar agreement for agreed services between the University and the Student Association.

Model	
Council of Australian Postgraduate Associations (CAPA)	
CAPA believes that universities should be recognised and rewarded for investing on behalf of their students. CAPA supports in principle proposals for matched funding from the Commonwealth, either direct or via a “base-plus-bonus” scheme, provided that any such funding is administered transparently through an appropriate means with direct involvement from students.	
Supporters	Amendments / Notes
National Tertiary Education Union	

Model	
Government funding only	
Supporters	Amendments / Notes
Flinders University	<ul style="list-style-type: none"> Allocated on a per EFTSL basis.
Monash University	
Monash University Gippsland Student Union	<ul style="list-style-type: none"> Government provides public funding to universities and, in turn, to fund student organisations with some contribution from universities. Funding should be provided direct to student organisations. If funding comes to student organisations via universities, there must be a mechanism to ensure the funding flows on to student organisations.
Queensland University of Technology	<ul style="list-style-type: none"> Provide some funding through the Compacts, specifically earmarked for an approved range of student amenities and services, allocated to Universities on a ‘per-EFTSU’ basis. The Compacts could be used to manage the funding provided to student bodies by ensuring universities are accountable for managing an agreement between them and individual student associations. Some additional funds could be made available by the Government for larger, one-off grants to fund specific projects/facilities or activities which would be difficult to fund through the operating grant. Perhaps just three or four of these might be funded each year.
Southern Cross University	<ul style="list-style-type: none"> Funding for representation and advocacy. Funds to go to the university to provide core amenities and services.
Southern Cross University Coffs Harbour Students’ Association Council	<ul style="list-style-type: none"> Funding for services and amenities.
Universities Australia	
University of New England	<ul style="list-style-type: none"> Increased government funding, possibly in combination with student contribution.
UNSW	

Model	
HECS-style	
As noted on page 7 of discussion paper	
Supporters	Amendments / Notes
Australian Law Students' Association	<ul style="list-style-type: none"> This fee should be used to provide services and amenities that directly benefit students. Government or the universities should fund sporting facilities on campus, and levy appropriate user-pays charges
Australia and New Zealand Student Services Association	<ul style="list-style-type: none"> To ensure independent student voice, funds for advocacy/representation/community organising activities come from students via a levy or Community Fee. Set by each institution to reflect the context – but within certain parameters of 'reasonableness' – given the services and facilities to be provided. Students should be able to defer the payment of the fee (as per HECS) but not "opt out". Students could be given the choice of where they want to direct their funds each year at enrolment – with Student Development/Support Fund or a nominated charity being options.
Australian Young Labor	
Australian Liberal Students' Federation and NSW Liberal Students Association	<ul style="list-style-type: none"> A potential way forward is to give students the option of deferring union payments under the Higher Education Loan Program whilst allowing universities to choose to supplement this through additional funding as they see fit. Such a combination shall ensure vibrant student life through the competitive marketplace between universities, greater accessibility to enter such organisations for students, whilst preserving freedom of association.
CPSU SPSF Group NSW Branch	<ul style="list-style-type: none"> Opt-out provision, allowing students to direct money to specific university services rather than a student organisation.
James Cook University Postgraduate Student Association	<ul style="list-style-type: none"> Government funding for advocacy, welfare and representation. Tiered HECS system for part-time and distance students University funding for sport, activities and infrastructure.
La Trobe University Postgraduate Association	
La Trobe University	<ul style="list-style-type: none"> University funds infrastructure. Government funds maintenance of infrastructure.
Osborne, K	
Student Council, Flinders Campus Community Services	
Swanson, T.	<ul style="list-style-type: none"> Along with a Commonwealth grant-based scheme which is dependent on the number of paying student association members.
The University of Melbourne	
University of the Sunshine Coast Student Guild	<ul style="list-style-type: none"> University funding for basic infrastructure Government and student funding for other services, following an opt-out HECS-like system.
Wollongong University Postgraduate Association	

Model

Mid-West Gascoyne Area Consultative Committee

- Direct Government provision of key on-campus facilities, amenities and services.
- Make provision for student body/association representatives to negotiate with government to establish a priority list of what should be considered key services.
- Make provision for student body/association representatives to work with university/TAFE administrations on future plans and budgets for these key services.
- Charge overseas students for key services as part of their overall fee.
- Encourage the private provision of services (such as child care, which is government supported) on campus so that budget allocations can be used for other services.
- Encourage student associations and tertiary education institutions to engage in partnerships with communities so that services and sports facilities come together where appropriate to make better use of public infrastructure assets
- Integrate service provision with practical studies where possible (catering for example).
- Include voluntary student union/association membership costs in HECS.
- Provide associations with open access, on-campus infrastructure so that they might engage in commercial activities (book shop, travel, food etc) to supplement fees and provide additional, non-core services.
- Include the TAFE system in HECS arrangements so those students have money available to pay for any additional services (note that universities are funded at more than twice the amount per student contact hour than TAFE and consider the vast majority of TAFE students are from families at the lower socio-economic end of the spectrum).

Model

National Union of Students (NUS) and similar approaches

The NUS approach consists of three core elements designed to work in conjunction with each other:

PART 1: Deferred Student Support and Services Levy—

- Student organisation membership with an opt-out provision. All students to pay the levy, with non-members' levy to go to the Campus Community Facilities Fund.
- Levy amount to be set by individual universities after recommendations from the student organisations (within a range set by the government).
- Levy can be deferred to HECS, with an upfront payment option available.
- Levy collected by university at enrolment, then transferred to student organisations.
- Members' monies to be spent on all essential student services as defined by the student body, with 10% going to the Campus Community Facilities Fund.

PART 2: Campus Community Facilities Fund—

- Commonwealth, universities and student organisations enter into formal partnerships to fund the maintenance and construction of major campus facilities
- Consist of university revenue, Commonwealth contributions, 10% of the Student Support and Services Levy income from member students and the whole Student Support and Services Levy from students opting out of membership.

PART 3: Restoring Student Services & Representation Transition Fund—

Commonwealth to provide short-term transitional funding to campuses that have been most affected by VSU to restore effective and adequately resourced student representation, advocacy and student-driven campus culture.

Supporters	Amendments / Notes
Australian Catholic University	<ul style="list-style-type: none">• Government and university-funded student services such as sport, wellbeing programs, child care, student engagement and welfare.

	<ul style="list-style-type: none"> • Government-funded capital works available for student facilities on campus. • A deferred Student Support and Services Levy with the fee set by the university and with an opt-out provision for membership of the student association. Funding from • non- members going to a facilities fund.
ARC@UNSW	
Charles Sturt University Student Senate	<ul style="list-style-type: none"> • Requirement of independent student organisation offering advocacy, representation and welfare services • Allowance for varying modes of study • Optional upfront payment
Fantasia, R.	
La Trobe University Student Guild	
La Trobe University Student Representative Council	
National Labor Students	
National Tertiary Education Union	
National Union of Students	
National Union of Students – NSW Branch	
National Union of Students – Victoria Branch	
Newcastle University Postgraduate Students' Association	
Newcastle University Students Association	
Monash Students Association	
Queensland University of Technology Student Guild	
Swinburne University Union	
Sydney University Student Representative Council	<ul style="list-style-type: none"> • Government funding requirement that there be student representative organisations present at all universities • Representative student organisations required to provide a mandated minimum standard of representative and advocacy services to students in both 'academic' and 'welfare' matters. • Representative student organisations be actively involved in university decision-making bodies and committees and supported by student employed staff in doing so. • Representative student organisations be subject to a "no-disadvantage clause" to ensure funding levels do not decrease. • Any fee/service-levy be tax deductible. • Any fee/service levy that is deferred not be indexed. • The Campus Community Facilities Fund receive equal matching from the university and federal government, • Student organisations recognised and funded by a broad legislative framework in Commonwealth Law. Section 20-22 of the UK Education Act (1994) provides a starting point for such an approach. This would provide security for representative student organisations, clearly outline their independence and the fact that they are student controlled and accountable to student members, but would not proscribe the specific

	operations of these associations.)
Tasmania University Union	<ul style="list-style-type: none"> • Parts 1 and 2 only
Tasmania University Union Societies Council	<ul style="list-style-type: none"> • Parts 1 and 2 only
University of Canberra Students Association	
University of Newcastle Medical Society	
University of Sydney Union	
University of Technology, Sydney Students Association	
Wollongong University Students Association	<ul style="list-style-type: none"> • Funding directed towards autonomous student controlled student organisations
Women's Department, arc@UNSW	<ul style="list-style-type: none"> • Oppose deferment of fee option

Model	
Shared responsibilities between government, universities and students	
Supporters	Amendments / Notes
ANU Students' Association	<ul style="list-style-type: none"> • Two-tiered funding model for student services, amenities and representation. • Tier 1 – upfront/HECS style fee paid by students to become members of the student organisation, to fund representation and advocacy. Where a student opts out of membership, their fee to be directed towards Tier 2 • Tier 2 – government contribution per EFTSL to fund services and amenities, amount matched by university
Barron, M	<ul style="list-style-type: none"> • User pay funding should go towards sports, activities and the commercial services – any services that students directly use. • Government funding should go towards providing support services. • Any university funding should be invested in infrastructure and systems.
Bendigo Students Association	<ul style="list-style-type: none"> • Responsibility to provide services should be shared through government funding to universities and a modest, compulsory deferred payment by students through the HECS system.
Newcastle University Sport	<ul style="list-style-type: none"> • Government responsible for infrastructure, universities should make a significant contribution towards the provision of student services; student HECS contributions should cover their contribution.
Postgraduate Association of the University of Western Sydney	<ul style="list-style-type: none"> • Students through HECS-based student fees. • universities through funding of infrastructure and child care services. • The Government through funding of independent advocacy and representation.
University of the Sunshine Coast Student Guild	<ul style="list-style-type: none"> • University funding for basic infrastructure • Government and student funding for other services, following an opt-out HECS-like system.
University of Sydney	<ul style="list-style-type: none"> • A service fee set by each individual university between \$50 and \$250. Fees will be two tiered with part-time and distance students paying less than full-time students. The fee can be an

	<p>upfront payment or a deferred HECS-style payment for all HECS or FEE-HELP eligible students.</p> <ul style="list-style-type: none"> • Fee income would be paid to the university. Student organisations would submit budgets and strategic plans to the university, and fee levels would be decided and funds allocated after consideration and negotiation of those plans. • A percentage of the services fee will be put into capital expenditure. This percentage will be matched by government and university funding.
Shuttleworth	<ul style="list-style-type: none"> • A mixture of business loans direct from the federal government for approved business plans and development. These loans need to be in separate divisions to enable regional universities to compete. • Introduction of a universal fee instituted by the universities that is passed onto the student unions.
Sydney Uni Sport and Fitness	<ul style="list-style-type: none"> • As per University of Sydney, with a specific portion of any service fee to be dedicated to the delivery of sporting services and / or sporting infrastructure / capital works.

Model	
Shared responsibilities between government and universities, including funding through compacts	
Supporters	Amendments / Notes
The Australian National University	<ul style="list-style-type: none"> • Plus targeted strategic assistance for operational site development and capital building upgrade of student amenities and sporting infrastructure through Capital Development Pool
Australian Federation of International Students	<ul style="list-style-type: none"> • Any taxpayer-sourced funding scheme must be impartial, transparent and coordinated by a central peer-based body with ministerial oversight. Funding for this body ideally drawn from extant federal and state government community funding items. Groups applying for funding must have a portion of their funding provided for by an alternative group, be it private industry, philanthropy or, at worst, a user pays system.
Flinders Campus Community Services	<ul style="list-style-type: none"> • To support student welfare and advocacy activities and student services capital infrastructure.
Osborne, K	
Swinburne University of Technology	<ul style="list-style-type: none"> • Including government funding for an advocacy agency which is separate from the university and the student association.
The University of Adelaide	
University of Ballarat	
University of Newcastle	
University of Tasmania	
The University of Western Australia	
University of Western Sydney	

Model	
Shared responsibilities between government and students	
Supporters	Amendments / Notes
Adelaide University Union	<ul style="list-style-type: none"> Free essential services for all students to be funded by government. The AUU, once in a stable financial position to do so, would favour assuming financial responsibility for advocacy campaigns and activities.
UniLife (UniSA)	<ul style="list-style-type: none"> A per student upfront fee, similar to the pre-VSU Services and Amenities Fee. A per student fee incorporated into the HECS/HELP debt either as part of the academic debt or in addition to it. A per-student allowance paid by the Government.
University of South Australia	
University of Technology, Sydney	

Model	
Shared responsibilities between universities and students	
Supporters	Amendments / Notes
Sydney University Postgraduate Representative Association	<ul style="list-style-type: none"> Upfront fee as per NUS-style approach. If deferred, fund should be separate from HECS. Fee tax deductible Universities' contributions to student organisations will take the form of infrastructure. The fee is set by the student organisation but must be transparent and accountable to its members. The university or the government may monitor this with the student organisation giving a justification for any rises. The fee set must be allowed to be flexible to allow for real indexation and increased costs. Student organisations legislatively recognised so that future governments cannot dismantle any new funding models easily. SUPRA feels the British model offers the best example of this.
University of Queensland Union	<ul style="list-style-type: none"> A voluntary contribution, either an upfront or HECS-deferred payment from students to become a member and the right to use Union advocacy and representational services; A user-pays system for the Union's business operations; The UQ Union strongly opposes any measure that would compulsorily bind students to fund any service or facility related to student organisations.

Model	
<p>Victorian model</p> <ul style="list-style-type: none"> • Provisions allowing a higher education provider to levy a fee for non-academic amenities and services. • A minimum quota mandating the distribution of funds collected, to go to student associations. • Where a student does not want to be a member of a student organisation, that the fee levied on them be spent on amenity and facility maintenance. • Funds not to be spent on political activism - any expenditure on student political magazines or other activities such as running elections and campaigns funded from commercial sources or voluntary donations 	
Supporters	Amendments / Notes
University of Southern Queensland Student Guild	
Deakin University Student Association	
La Trobe University	

Model	
<p>WA model</p> <ul style="list-style-type: none"> • Compulsory amenities and services fee, which went to fund student support services and facilities on campus. • Upon enrolment, students also become members of their student organisation, with the option to refuse membership if they wish. • No membership fee charged by the student organisation. If a student opted out of guild membership, their amenities and services fee was allocated to another student support service area of the university. • Several WA guilds also had agreements with their universities to ensure that even where less than 50% of students were guild members, no less than 50% of the amenities and services fee could be allocated to the guild. • University was responsible for collecting the amenities and services fee. • Part payment across the academic year. 	
Supporters	Amendments / Notes
National Union of Students – WA Branch	
University of Western Australia Student Guild	
The Hon Mark McGowan, MLA, WA Minister for Education and Training	
Edith Cowan University	
Edith Cowan University Student Guild	
Curtin Student Guild	

PRINCIPLES AND CONCERNS

<p>Alexander Butterworth</p> <ul style="list-style-type: none">• The payment of the amenities and services fee should be voluntary.• Membership of all student unions, guilds and associations should be voluntary.• Taxation revenue should not be used to directly or indirectly fund student unions, guilds or associations.
<p>The Economics and Commerce Students' Society of UWA</p> <ul style="list-style-type: none">• Any model for student union funding ensure the continued independence and autonomy of such organisations, and the impact of conflicts of interest and other restrictions on independent, autonomous, representative and democratic nature of student unions.
<p>Macquarie University Postgraduate Representative Association (MUPRA)</p> <ul style="list-style-type: none">• Student control of student affairs – autonomy and independence from any external influence are fundamental principles that should guide the creation of a funding system.• A HECS-style deferment option is only available to HECS-HELP and FEE-HELP students. Other students, such as postgraduate students, are not eligible and arrangements for these students must be made.• If student organisations were to manage the collection of funds, an extremely simple process must be designed so as not to be burdened by the processes of managing memberships.
<p>National Liaison Committee for International Students in Australia</p> <ul style="list-style-type: none">• Concern is that with the introduction of a compulsory student services fee, overseas students may be in danger of unwittingly paying twice or more charged by the institutions and student unions.
<p>National Tertiary Education Union—University of Sydney branch</p> <ul style="list-style-type: none">• Return funding levels to levels comparable to pre-VSU, for all student associations;• Have a funding mechanism that reflects student numbers on campus;• Have a funding mechanism that is flexible enough for the work of student associations to reflect the nature of institutions and campuses, including measures to deal with any specific problems of equity and disadvantage;• Involve no takeover of student assets built up with student contributions, and the return to independent student associations of any existing assets that may have been taken over by institutions• Ensure implementation costs are low, and/or provide financial support for student associations dealing with the costs and demands of the implementation of change.