

**TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES**

For the meeting of the TUSA Board of Management to be held on
August 12th 2025, at 6pm
at the TUSA Building Boardroom, Sandy Bay TAS [with zoom access].

Chair: R Baird (Deputy Chair)

Purpose: To address matters of management, strategy and direction of the Association, and of property, income and funding.

Meeting opened: 6:02pm

	ITEM LISTING	APPENDIX
1	INTRODUCTORY ITEMS	
	1.1 In-Camera Session (as needed)	
	<p>1.2 Acknowledgement of Country J Bell I would like to acknowledge and pay respects to the traditional custodians of our land, including those of Nipaluna/Hobart, Kanamaluka/Launceston, Padaway/Burnie, and the Eora Nation/Sydney. It should be recognised that the land was never ceded, and colonisation led to significant brutality against the Indigenous peoples, including the dispossession of children from their families. These injustices by our Parliament are still not fully recognised by our government and all Australians.</p> <p>It is important to recognise that the privileges many of us hold stem from unjust dehumanisation, and it is vital for us to acknowledge this dark history as the first step of combatting the racism, gaps, and inequality within our society.</p>	
	<p>1.3 Welcome R Baird – Deputy Chair</p>	
	<p>1.4 In attendance A Amore, R Baird (Deputy Chair), J Bell, S Buelens, R Fox, L McLaren, J Oates Pryor, A Smith, M Warrington</p>	
	<p>1.5 Apologies D Sutton, A Greenwood, P Stough</p>	
	1.6 Absent	
	1.7 Staff, guests & observers	

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	TUSA Staff: S Ward, C Harris	
	<p>1.8 Conflicts of interest</p> <p>J Oates Pryor raised a Conflict of Interest for discussion of the Elections Policy & Procedure under item 5.1.</p> <ul style="list-style-type: none"> They declared they would step out of the meeting for this discussion item. 	
2	MINUTES AND MATTERS ARISING	
	<p>2.1 Minute approvals</p> <p><u>2.1.1 TUSA Board of Management Meeting Minutes Amendments</u></p> <p>A discussion of items requiring amendment or redaction from previous minutes prior to publication.</p> <ul style="list-style-type: none"> CALE Change Proposal to be added to the Key Messaging Update. <p><u>2.1.2 TUSA Board of Management Meeting Minutes Approval</u></p> <p><u>Motion:</u></p> <p>That the minutes of the TUSA Board of Management Meeting held on 3rd June 2025 be accepted as a true and accurate record of the proceedings of that meeting pending above correction.</p> <p>MOVED: J Oates Pryor SECONDED: A Smith</p> <p><i>Passed with no abstentions.</i></p> <p><u>2.1.3 TUSA Board of Management Meeting Minutes Online Upload</u></p> <p><u>Motion:</u></p> <p>That the minutes of the TUSA Board of Management Meeting held on 3rd June 2025 are approved to go online, withholding appendices and any sensitive discussions, following any amendments noted above.</p> <p>MOVED: L McLaren SECONDED: A Amore</p> <p><i>Passed with no abstentions.</i></p>	APPENDIX A
	<p>2.2 Matters arising from previous minutes</p> <ul style="list-style-type: none"> As per action table. 	
3	CORRESPONDENCE	
	<p>3.1 Inward correspondence</p> <p>3.1.1 University Council Outcome</p>	APPENDIX B1

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<ul style="list-style-type: none"> • Noted by the Board. <p>3.1.2 University Council Agenda -TUSA Constitution</p> <ul style="list-style-type: none"> • Noted by the Board. • S Ward highlighted that the correspondence shows UTAS Council acknowledgement that changes to the TUSA Constitution satisfies the criteria for TUSA to be a student-led organisation. <ul style="list-style-type: none"> ○ This correspondence also contains acknowledgement that UTAS does not have significant control of TUSA funding, backing the interpretation that TUSA is no longer a controlled entity. 	APPENDIX B2
<p>3.2 Outward correspondence</p> <p>3.2.1 TAO Advice re. Change to Controlled Entity Status</p> <ul style="list-style-type: none"> • Noted by the Board. • S Ward stated that she had requested direct formal advice from the Tasmanian Audit Office (TAO) to TUSA regarding the change in TUSA's controlled entity status following changes to funding and governance. • She also requested advice as to whether the TAO will complete the full year of the audit, both before and after controlled entity status changed. This would allow for stability in the audit process, while also allowing for a split between when TUSA was and was not a controlled entity. • J Oates Pryor raised an upcoming presentation to University Council as future outward correspondence, and asked if the Board had any particular items they would like to see raised to University Council. <ul style="list-style-type: none"> ○ The Board discussed what TUSA is requesting from University Council, and how this might be partnered with credit for previous performance. <ul style="list-style-type: none"> ▪ Key areas were identified as championing student-led governance, support for critical initiatives such as the TUSA Food Security Program, and collaboration on shared priorities including sustainability, equity, and student wellbeing. ▪ Also identified was recognition of TUSA's role as a vital contributor to UTAS' reputation, and prioritisation of space and resources for TUSA to deliver programs and initiatives. 	APPENDIX C1

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	<ul style="list-style-type: none"> ○ L McLaren highlighted that questions to the TUSA President are often focused on what students on the ground are feeling, and that it would be good to have answers prepared. ○ The Board discussed the potential of inviting UTAS to collaborate with TUSA on projects within the TUSA roadmap, and it was identified that this would be an ideal follow-on from past presentations pushing for collaboration between TUSA and UTAS. 	
4	TEAM IN FOCUS	
	<p>4.1 Student Legal Service</p> <p>S Loewy</p> <ul style="list-style-type: none"> ● S Loewy provided a presentation on the Student Legal Service (SLS) for the Board. ● A Smith asked what a migration law clinic looks like, particularly in partnership with an external provider. <ul style="list-style-type: none"> ○ S Loewy explained that a migration lawyer is brought in for 4 appointments per month as part of a pro-bono relationship. She noted that the most complex or specialised migration law cases are typically kept for these appointments. ● R Baird asked whether the Student Legal Service Committee was open to all students, and if the majority of the students were from the Law School. <ul style="list-style-type: none"> ○ S Loewy indicated that to her knowledge, the Committee is only open to Law students. ● M Warrington asked about state-based or national forecasts on where specialisation may be required in the future for legal matters. <ul style="list-style-type: none"> ○ In the student legal space, intellectual property is an issue that comes up that generalist lawyers are not always familiar with. This is particularly important for HDR students, as it is about protecting their intellectual property rights to their work. ● J Oates Pryor asked what support from the Board would be useful to the Student Legal Service. <ul style="list-style-type: none"> ○ S Loewy indicated that connections from private law firms, particularly those who may be able to offer pro bono time, are always greatly appreciated. 	APPENDIX D

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	<ul style="list-style-type: none"> ○ A Amore asked for clarification around the funding streams for Youth Law Australia, who TUSA collaborate with to provide the SLS service. ○ S Loewy identified that Youth Law Australia's funding primarily comes from federal funding streams, such as the Attorney General's Department and the Fair Work Ombudsman. ○ SSAF and income from the Law School were identified as key funding streams for TUSA's SLS. ● A Amore asked if SLS have any interactions with the UTAS Tax Clinic <ul style="list-style-type: none"> ○ S Loewy indicated that meetings had been held, and collaboration welcomed. 	
5	MATTERS FOR DISCUSSION/APPROVAL	
	<p>5.1 Election Policy & Procedure</p> <p>S Ward</p> <ul style="list-style-type: none"> ● J Oates Pryor stepped out of the meeting for this item due to a declared Conflict of Interest. ● J Bell asked about Sections 6.1.4 and 6.4 in the Procedure ,raising concern that incentives and gifts being listed in ineligible expenses may cause confusion as to whether they are allowed. <ul style="list-style-type: none"> ○ Addendum to be added that it is ineligible because it is not allowed. ● Board members raised Policy Section 2.2.1b, noting that the NUS positions are listed alongside TUSA President roles, with a note that students are not able to hold more than one office. This does not align with previous provision that a student can be both a State Council member and an NUS delegate. <ul style="list-style-type: none"> ○ It was decided that this would be split into two separate subsections to avoid confusion. ○ The Board discussed the handover period and how it might be impacted by a State Council member handing off one role while receiving handover for another, and how they would technically sit in both roles for that month. ○ The Board discussed the proposed addition of allowances for claiming costs in the Procedure as an incentive to support student campaigns, and asked about parameters around allowance and ensuring students do not over-claim. 	<p>APPENDIX E1</p> <p>APPENDIX E2</p> <p>APPENDIX E3</p>

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<ul style="list-style-type: none"> ○ It was confirmed that the maximum amount to be claimed was \$75, which would curb any potential over-claiming from students. • The Board raised the appeals process outlined in Section 3.2 of the Policy, identifying that the TUSA Hello@ inbox may be too informal for an appeal. It was decided that this would be changed to the Elections@ email and that, to avoid any potential Conflicts of Interest for the Returning Officer, the Public Officer be notified immediately on receipt of an appeal. • The Board discussed proposed delegated authority for the Appeals process, with the Governance Committee stepping into the role of an Appeals Panel as a timely and effective solution rather than the full Board. <ul style="list-style-type: none"> ○ It was noted that this would lead to a change of the Governance Committee's Terms of Reference to allow them the ability to make decisions related to Elections Appeals. <p>MOTION: subject to changes to pull out NUS as a new sub-section, adjusting 2.2.1b to note exception of handover period, and changes to contact for the Appeals Process, that the TUSA Elections Policy be approved by the TUSA Board of Management.</p> <p>MOVED: R Baird SECONDED: R Fox</p> <p><i>Passed with no abstentions.</i></p> <p>MOTION: that the TUSA Board of Management agree to delegate decision-making authority for appeals imposed by the TUSA Elections Tribunal to the TUSA Governance Committee.</p> <p>MOVED: A Smith SECONDED: J Bell</p> <p><i>Passed with no abstentions.</i></p>	
<p>5.2 Investment Proposal</p> <p>S Ward</p> <ul style="list-style-type: none"> • S Ward noted that progress of this agenda item would be held until the October Board meeting due to A Greenwood being an apology from the meeting. • S Ward highlighted that there are investments maturing in August and September. 	<p>APPENDIX F1</p> <p>APPENDIX F2</p>

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<ul style="list-style-type: none"> ○ S Ward suggested that a 2-month reinvestment be authorised, with the topic to be revisited at the next Board meeting. ○ S Ward noted that \$700,000 from one of the term deposits was earmarked to return to TUSA's capital investment portfolio, to cover drawdowns prior to TUSA receiving its first 2025 SSAF allocation. • The Board discussed the possibility of an Investment induction for Board members, similar to the Governance induction. • The Board discussed sustainability in investing, and there was desire to see this explored in more detail, so TUSA can ensure their investments are sustainable and ethical should a self-managed pathway be taken. • The Board discussed placing the initial new investments across a period of time using a dollar-cost-averaging (DCA) method. <ul style="list-style-type: none"> ○ It was suggested that revisiting TUSA's investment strategy and considering the length of term of the capital investment portfolio were key mechanisms to safeguard investment decisions. It was also noted that increasing the term of capital investments would likely lead to greater returns. <p>MOTION: that the Board approve a further two-month deposit of term deposits that are about to expire, to be revisited at the October Board meeting.</p> <p>MOVED: J Bell SECONDED: M Warrington</p> <p>Passed with no abstentions.</p> <p>ACTION ITEM: for an investment induction session to be planned for Board of Management members.</p>	
<p>5.3 Risk Appetite Statement</p> <p>S Ward</p> <ul style="list-style-type: none"> • S Ward noted that the Risk Appetite Statement was first approved in September 2021. The updates were considered by FRAC at their July 2025 meeting, where it was recommended for approval by the Board following minor amendments. • The Board considered wording around TUSA having a high risk appetite for running events and asked if and where this may lead to large consequences. 	<p>APPENDIX G1 APPENDIX G2</p>

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	<ul style="list-style-type: none"> ○ It was suggested that other risk appetites can help to reduce the chance of large consequences, with the example of TUSA having high risk appetite for student representation, but low appetite for this to be inappropriate. ○ The Board suggested the addition of a line in the overview stating that each risk cannot be read in isolation, nor outside of the Governance Instrument Framework. ○ A visual view of the risk appetites and how they relate to one another was also suggested. <p>MOTION: that the TUSA Board of Management, subject to minor amendment, approve the TUSA Risk Appetite Statement.</p> <p>MOVED: A Amore SECONDED: L McLaren</p> <p>Passed with no abstentions.</p>	
	<p>5.4 Gov and FRAC ToR Review</p> <p>S Ward</p> <ul style="list-style-type: none"> • Subcommittee Terms of Reference (ToR) were reviewed by the Governance Committee and Finance Risk & Audit Committee. • Committee membership was a key area of discussion for both subcommittees, <ul style="list-style-type: none"> ○ A Smith raised the potential of having two State Council members on each subcommittee in the future, and that this second appointment could fill the 'one from any category above' role. This would allow for multiple State Council members to sit on the subcommittees should there be appetite but not mandate it in cases where there is not enough capacity. <p>MOTION: that the Board of Management approve the revised Governance and Nominations Committee and the Finance, Risk and Audit Committee Terms of Reference.</p> <p>MOVED: M Warrington SECONDED: A Smith</p> <p>Passed with no abstentions.</p>	<p>APPENDIX H1 APPENDIX H2 APPENDIX H3</p>
	<p>5.5 Board Charter & Chair Appointment</p> <p>S Ward</p> <ul style="list-style-type: none"> • S Ward noted that there had been minor amendments to the Board Charter due to Constitutional changes, particularly in relation to the appointment of the Board Chair. 	<p>APPENDIX I1 APPENDIX I2</p>

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	<ul style="list-style-type: none"> ○ Section 4.5.1 was noted to have extra details added around the recruitment of the Chair, as responsibility of appointment has moved from UTAS to TUSA. ● Section 4.5.1a was discussed, with the Board noting that a State Council member from the Governance Committee is required to sit on the recruitment panel, but that there is only one State Council member on the Committee. Risk was noted around the capacity of this State Council member, as well as around their knowledge if they have only recently been elected. <ul style="list-style-type: none"> ○ The Board recommended that wording be amended so that the Governance and Nominations Committee select the recruitment panel, and that wording around a State Council member be changed to “Student Board Member” to allow a wider pool. ● The Board discussed whether the General Manager should automatically be part of the Recruitment Panel, and it was noted that the General Manager is listed as for consultation, but that the Governance Committee would still have the discretion to appoint them to the panel if appropriate. <ul style="list-style-type: none"> ○ It was noted here that any decision by the Panel would need to be approved by the Board before selection was formalised. <p>MOTION: that subject to minor amendments, the Board of Management approves the amendments to the TUSA Board Charter. MOVED: R Fox SECONDED: S Buelens Passed with no abstentions.</p> <p>MOTION: that the TUSA Board of Management reappoint D Sutton as the TUSA Board of Management Chair until the end of his existing term in April 2026. MOVED: L McLaren SECONDED: J Oates Pryor Passed with no abstentions.</p>	
6	MATTERS FOR NOTING	
	<p>6.1 Key Messaging Update J Oates Pryor</p> <ul style="list-style-type: none"> ● J Oates Pryor noted a range of work by the State Council relating to prior or upcoming key messaging: 	VERBAL ONLY

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<ul style="list-style-type: none"> ○ Students as Partners work continues, with current focus on development of initial framework. ○ Cults of Campus was raised as an identified area of messaging brought forward by student experience, particularly in the north. J Oates Pryor noted a social media post had been released, in collaboration with TUSA Student Advocates, with more messaging in development. ○ Messaging was developed and released around the College of Arts, Law and Education (CALE) Change Proposal. J Oates Pryor noted 9.6FTE of staff redundancies had been made, and that cuts to some majors were ongoing. ○ The Quality of Governance at Australian Higher Education Providers report from the Education and Employment Legislation Committee, originally due for early August, has been delayed to December 2025. It is hoped that this will recommend a minimum of two elected students to sit on University Councils across Australia. ○ Gender-Based Violence (GBV) Action Plan work continues with UTAS, including the rollout of work with the Sexual Assault Support Service (SASS), alongside the TUSA State Council's own GBV campaign. ○ The announcement of free Metro travel between Hobart and Sandy Bay and Tarooma and Sandy Bay noted as upcoming messaging for the State Council, with this successfully implemented for weekdays. <ul style="list-style-type: none"> ▪ It was raised by the Board that the free Tiger Bus service in Launceston is being cancelled, though there was uncertainty around how many students use this service. ○ J Oates Pryor also noted Labor's bill to cut HECS debt by 20%, citing hard work from L McLaren and NUS members for several years as a key part of making it happen. ● A Smith provided an update on paid placements to the Board, noting that most students on eligible placement are currently being paid, though noted she did not have confirmation about Paramedicine students. However, she did note that students who started their placement prior to July 1st were still experiencing issues. 	<p>APPENDIX J1</p>
<p>6.2 TUU Constitution</p>	

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<p>S Ward</p> <ul style="list-style-type: none"> • Noted by the Board. 	APPENDIX J2
<p>6.3 TUSA Funding Agreement</p> <p>S Ward</p> <ul style="list-style-type: none"> • Noted by the Board. 	APPENDIX K1 APPENDIX K2
<p>6.4 Reconciliation Action Plan (RAP)</p> <p>M Warrington</p> <ul style="list-style-type: none"> • The first draft of TUSA's RAP has been sent to Reconciliation Tasmania for review, with feedback expected in two weeks. • An Expression of Interest for an artwork tied to the RAP is currently live, with two artists having expressed interest. Applications close in late August. • M Warrington highlighted that the RAP is not just the document currently being developed. A RAP has four stages, and TUSA is currently on the 'Reflect' stage. 	APPENDIX L1 APPENDIX L2 APPENDIX L3
<p>6.5 May – June 2025 Operational Report</p> <p>S Ward</p> <ul style="list-style-type: none"> • Noted by the Board. • S Ward highlighted major items within the Operational Report: <ul style="list-style-type: none"> ○ TUSA provided information to the Vice-Chancellor's office regarding our role in supporting Equity groups, with hopes this will assist funding conversations happening nationally. ○ Innovative work is underway in the UTE space, with City Walking Tours held in both Hobart and Launceston, and a second UTE subscription box open for purchase following the success of the first. ○ A 0.4 FTE (2 days a week) employee has started in Rozelle, working across the Food Security and Events/Activation teams. 	APPENDIX M1 APPENDIX M2
<p>6.6 Spotlight Report</p> <p>S Ward</p> <ul style="list-style-type: none"> • Noted by the Board. • S Ward noted that this is the first Spotlight Report that has included the 2025 Budget, which was approved at the June Board meeting. • S Ward highlighted: <ul style="list-style-type: none"> ○ Revenue is down due to SSAF instalment payments. ○ Student Grants are significantly under budget - \$80,773 has been committed, but only \$34,000 has been claimed to date. 	APPENDIX N

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<p>It is expected that this will be fully expended by the end of the year.</p> <ul style="list-style-type: none"> ○ Due to a tight travel budget, any travel requests are now to be approved by S Ward. It was noted, however, that some travel costs are covered by income from Mental Health First Aid. ○ No further drawdowns are predicted with the SSAF Funding Agreement in place. <ul style="list-style-type: none"> ● The Board discussed the potential of making the projection figures in the Spotlight Report more reflective of actual knowledge on a high-level basis. <ul style="list-style-type: none"> ○ The Board asked about leave accruals and how they have been impacted by I Lagerewskij's departure. S Ward confirmed that long service leave was paid out, and that this would be reflected in the July Spotlight Report. ● The Board asked who is paid by Honoraria. S Ward confirmed that Honoraria is for State Council, Equity Committee, Togatus, and the Board Chair. <p>ACTION ITEM: Budget and Spotlight report to be reviewed in 2026 for more accurate projection figures.</p>	
<p>6.7 GM Report</p> <p>S Ward</p> <ul style="list-style-type: none"> ● Noted by the Board ● S Ward highlighted work on submissions for prizes and grant applications in the Food Security space. She noted that the Food Hub has been shortlisted for three prizes, with the verdict on a fourth still upcoming. ● S Ward noted the retirement of I Lagerewskij, who was with TUSA for 21 and a half years. ● TUSA's Financial Literacy Program is underway through LearnRise Collective, with rapid development underway. Delivery is scheduled for late October. ● Development of TUSA's new website is also underway, anticipated to be live by the end of the year. ● S Ward noted that work on TUSA's southern campuses footprint continues, with special thanks given to R Fox for her hard work in this area. 	<p>APPENDIX O</p>

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<p>6.8 Governance Committee Draft Minutes R Baird</p> <ul style="list-style-type: none"> • Noted by the Committee 	APPENDIX P
<p>6.9 FRAC Draft Minutes A Greenwood</p> <ul style="list-style-type: none"> • Noted by the Committee 	APPENDIX Q
<p>6.10 Other Business R Baird</p> <ul style="list-style-type: none"> • The Board discussed their April strategy session, requesting progression of a formal strategy session with a third-party facilitator. <ul style="list-style-type: none"> ○ Early October flagged as a suitable time. A Doodle poll to be distributed outside of session to decide on a firm date. ○ The Board asked if there had been any updates around the appointment of a new University member on the TUSA Board following the resignation of T Weinker. ○ S Ward confirmed that there had not yet been any movement, with responses from some potential UTAS representatives still coming in. ○ The Board expressed hope that something would be in motion by the next meeting. <p>ACTION ITEM: C Harris to create and distribute a Doodle Poll of potential dates for a Board Strategy session in early October.</p>	VERBAL ONLY
<p>6.11 Meeting Feedback R Baird</p>	VERBAL ONLY

Meeting Closed: 8:24pm

Next Meeting: October 14th 2025

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ACTIONS ARISING
as of August 2025

#	Date Opened		Responsible Party	Action	Progress to Date or Further Action Required	Status
1.	11.02.25	Commercial Sub-Committee	S Ward; D Sutton	To consider opportunity for TUSA Commercial Sub-Committee.	Board approval of recruitment of Commercial Manager. Recruitment underway. To be considered outside of session. Anyone interested invited to reach out to S Ward.	Open
2.	11.02.25	TUSA Executive Risk	FRAC	To consider TUSA Executive capacity risk.	Acknowledged as risk and referred to FRAC. To be considered within 2026 Budget preparation.	Open
3.	03.06.25	Commercial Manager Report	S Ward, Commercial Manger	For the Commercial Manager to provide an interim report to the Board before the end of 2025	As of August meeting: 8 applications received for the Commercial Manager role, with shortlisting taking place.	Open
4.	12.08.25	Investment Induction Session	A Greenwood, S Ward	For an investment induction session to be planned for Board members.		Open
5.	12.08.25	Spotlight Report – Forward Projection Figures	S Ward, A Amore	Budget and Spotlight report to be reviewed in 2026 for more accurate projection figures.		Open
6.	12.08.25	Board Strategy Session	C Harris	To send out a Doodle poll of date and time options for a TUSA Board of Management		Open

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				Strategy session with a third-party provider.		
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TUSA BOM CONFLICT OF INTEREST REGISTER (OPEN COIS ONLY)
as at August 2025

#	Date of Conflict	Name of person declaring conflict	Position	Meeting or event where conflict arose	Details of conflict	Action taken in response to conflict
1.	25.09.23	D Sutton	Chief Executive Committee for Greater Hobart	Noted 27.02.23	I have been appointed as Chief Executive of the Committee for Greater Hobart. The Committee is in its formative stages and the Committee includes the Vice Chancellor of the University of Tasmania.	Noted COI
2.	27.02.23	D Sutton	UTAS alumnus & current connection	Noted 27.02.23	I currently have a son who is completing a Bachelor of Education degree at the University of Tasmania.	Noted COI
3.	27.02.23	D Sutton	Investment interests	Noted 27.02.23	I currently have direct investment interests in a share portfolio including shares in My State Bank, Coles, Wesfarmers, and Telstra.	Noted COI
4.	30.07.24	R Baird	Chair of the legal practice centre – that run legal practice course	Noted 30.07.24		Noted COI
5.	11.03.25	R Baird	UTAS Staff Member	Noted 30.07.24	Staff member at the University of Tasmania's Law School.	Noted COI
6.	20.05.24	L McLaren	TUSA Staff Member	Noted 11.03.25	TUSA Staff Member in roles of UTE Coordinator and Media TEL.	Noted COI