

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

For the meeting of the TUSA Board of Management to be held on
December 9th 2025, at 6pm
at the TUSA Building Boardroom, Sandy Bay TAS [with zoom access].

Chair: D Sutton

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

Meeting opened: 6:05pm

	ITEM LISTING	APPENDIX
1	INTRODUCTORY ITEMS	
	<p>1.1 In-Camera Session (as needed)</p> <ul style="list-style-type: none"> • An in-camera session was held. 	
	<p>1.2 Acknowledgement of Country</p> <p>M Doon</p> <p>I would like to begin this meeting by acknowledging the traditional owners of the land on which we meet today. I pay my deepest respects to elders, past and present, of the Palawa Pakana people of Kanamaluka (Launceston), Pataway (Burnie) and Nipaluna (Hobart).</p> <p>From Ballarat (Wadawurrung), I pay respect to the traditional and original owners of Lutruwita (Tasmania), the Muwinina people, and pay respect to those that have passed before us. No Muwinina people are alive today due to invasion, war, and genocide. I also want to acknowledge that sovereignty was never ceded.</p> <p>Today I would also like to share a Dreaming story from the Nuenonne nation of Bruny Island, titled How the Tasmanian Tiger Got Its Stripes, originally narrated by Leigh Maynard.</p> <p>https://www.youtube.com/watch?v=C3N6jMxFc_M</p> <p>One day, a young boy, Palana, who was the son of the great god Mueni, was out on one of his normal wandering adventures.</p> <p>He started to track a big kangaroo, a big boomer of a kangaroo named Tana. Tana was very powerful and decided to teach Palana a lesson.</p> <p>So Tana hid behind some trees until Palana was very close.</p> <p>He jumped out from behind the trees and grabbed Palana.</p> <p>He jumped all over Palana with his big iron feet and began lashing him with his tail.</p>	

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

<p>Palana couldn't defend himself against Tana. He started crying for help, his cries echoing through the bush. When a young pup heard the cry, he stopped and listened. With his keen hearing he was able to tell where the boy was. And started running to his rescue. As he ran towards Tana and Palana he could hear Palana screaming louder. The pup leapt into the fight. He jumped up at Tana and Tana knocked him on the ground. The pup wouldn't give up. He hung on with all his might. Tana started to fight back, holding on to the boy. But he wasn't able to get the pup away from him. Finally Tana gave up and disappeared into the bush. Exhausted, Palana and the pup fell to the ground and they fell asleep. Later, some of the tribe's people found Palana and recognized him as the son of the great god Moini. They picked Palana and the pup up and carried them back to the camp. When they woke up, they were given water and food. In the evening, Palana struggled to his feet and walked over to the young pup who was laying there torn and bleeding. Very gently he picked up the pup and held him. He looked into the pup's weary yellow eyes and said, Truly, you are the bravest of the brave, and you fought not as a pup, but as Warawana Karina, the great ghost. Palana knelt down and mixed his blood and spiritual power with ashes from the fire and with this potion drew a number of marks across the pup's back and down to his tail. On that day the Tasmanian tiger was created. In speaking these words, we honour not just the past, but the urgent need to protect what was never ours to take.</p>	
<p>1.3 Welcome D Sutton</p>	
<p>1.4 In attendance D Sutton, A Amore, R Baird, A Greenwood, L McLaren, J Oates Pryor, B Smith, M Doon, P Stough (left 7:32pm), K Fajrianto</p>	
<p>1.5 Apologies</p>	

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

P Leersen, S Doyle, K Azeem	
1.6 Absent Nil	
1.7 Staff, guests & observers TUSA Staff: S Ward, C Harris, R de Villeneuve A Merridew (Item 4.2)	
1.8 Conflicts of interest <ul style="list-style-type: none"> • R Baird declared a Conflict of Interest for Item 4.3, Board Chair recruitment. • J Oates Pryor declared a State Council Conflict of Interest for Item 4.1 in relation to budget funding. This was determined to be immaterial by the Board. 	
2 MINUTES AND MATTERS ARISING	
2.1 Minute approvals <u>2.1.1 TUSA Board of Management Meeting Minutes Amendments</u> A discussion of items requiring amendment or redaction from previous minutes prior to publication. <u>2.1.2 TUSA Board of Management Meeting Minutes Approval</u> <u>Motion:</u> That the minutes of the TUSA Board of Management Meeting held on 14th October 2025 be accepted as a true and accurate record of the proceedings of that meeting pending above correction. MOVED: R Baird SECONDED: J Oates Pryor Passed with no abstentions. <u>2.1.3 TUSA Board of Management Meeting Minutes Online Upload</u> <u>Motion:</u> That the minutes of the TUSA Board of Management Meeting held on 14th October 2025 are approved to go online, withholding appendices and any sensitive discussions, following any amendments noted above. MOVED: A Greenwood SECONDED: B Smith Passed with no abstentions.	APPENDIX A

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

	2.2 Matters arising from previous minutes <ul style="list-style-type: none"> As per action table. 	
3	CORRESPONDENCE	
	3.1 Inward correspondence 3.1.1 CBOS Name Change Certificate <ul style="list-style-type: none"> The Board noted H Robinson's exceptional work on finalising TUSA's name change. 	APPENDIX B
	3.2 Outward correspondence Nil	
4	MATTERS FOR DISCUSSION/APPROVAL	
	4.1 2026 Budget S Ward <ul style="list-style-type: none"> S Ward advised that the proposed budget has been developed excluding the social supermarket and cafe, due to the significance of these proposals. S Ward advised that she will review the Budget following 2025 financial statement finalisation, and bring it back to the Board in early 2026 with the finalised 2025 SSAF income rollover, with an additional cost centre for the new social enterprises. <ul style="list-style-type: none"> It was noted that, though FRAC did not meet in November, several members of the Committee reviewed the proposed Budget in detail prior to submission to the Board. S Ward ran through key elements of the budget, noting that she had included an estimated TUSA 2025 SSAF underspend of \$200,000. The Board discussed funding an expanded online program, which is currently dedicated to staffing, with an extra \$5,000 to support running events and activations online. <p>MOTION: that the Board:</p> <ul style="list-style-type: none"> Approves the draft 2026 Budget. Requests the Finance Risk & Audit Committee (FRAC) review the 2026 Budget at their first meeting of 2026, following provision of final 2025 SSAF income, finalisation of 2025 SSAF underspend, and confirmed 2026 SSAF estimates. 	APPENDIX C1 APPENDIX C2

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

<p>MOVED: A Greenwood SECONDED: L McLaren <i>Passed with no abstentions.</i></p>	
<p>4.2 TUSA McCann's Proposal S Ward</p> <ul style="list-style-type: none"> • S Ward noted that TUSA have been in negotiation with UTAS over the last 18 months about the best opportunities for a TUSA presence in Hobart City. Following continued consultation with the TUSA Board and UTAS's Campus Services Team, A Merridew was engaged to draft a business case, inclusive of external 3-year financial modelling. • A Merridew joined the meeting, and provided a presentation to the Board on TUSA's proposal for the McCann's Building and Hobart City Apartments (HCA). • The Board discussed the financial modelling for the social enterprise cafe, with discussion around ensuring that the program is successful and sustainable in the long-term, due both to TUSA's funding commitment and the intention to utilise the café profits to make the social supermarket cost neutral. They also discussed the financial commitment from UTAS for capital works within the McCann's building and the scope for further funding. • The Board discussed the need to ensure that the space be welcoming and inviting for students, even with the public accessing the cafe. <ul style="list-style-type: none"> ○ It was noted that the cafe is intended to fill the gap of providing affordable food on campus, with a 20% discount for UTAS students. • The Board raised potential local business concern about a new cafe being opened in the area. It was discussed that the proposed location within HCA has an existing fit out as a café which reduces this risk. Campus Services have confirmed they are comfortable with the low risk. • The Board discussed risk around the closure of a previous cafe in the same space, with confirmation that this cafe likely closed due to low student numbers during COVID restrictions. <ul style="list-style-type: none"> ○ It was noted that, with the opening of the Forest, there will be an influx of approximately 3,000 students in the area. 	<p>APPENDIX D1 APPENDIX D2</p>

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

<ul style="list-style-type: none"> • The Board raised the opening of a new cafe in an area of the city where there are already multiple other cafes. Discussion focused on positioning the cafe as a social enterprise to fund the supermarket, and organic word-of-mouth marketing and loyalty that often come from this approach. • The Board discussed the interior fitout of the McCann's building, with note of the building's heritage status making planning applications more complex, as well as privacy being important to maintain the dignity aspect of the social supermarket. • The Board thanked A Merridew for her hard work on the proposal for the McCann's Building, noting this is the clearest vision the Board has seen of TUSA's plans for the space. <p>MOTION: That the Board:</p> <ul style="list-style-type: none"> • Approve TUSA's recommended activation of the McCann's / HCA precinct across 2026 and 2027. • Endorse the budget allocation for capital works and operational costs for the TUSA Social Supermarket and Cafe. • Authorise a contingency budget of \$60,000 for the TUSA Social Supermarket and Café. • Authorise the General Manager to finalise negotiations with UTAS and execute the necessary lease agreements. <p>MOVED: B Smith SECONDED: R Baird <i>Passed with no abstentions.</i></p>	
<p>4.3 Board Chair Recruitment S Ward</p> <ul style="list-style-type: none"> • R Baird left the meeting due to the noted Conflict of Interest. • J Oates Pryor, as a member of the Board Chair Recruitment Committee, gave the TUSA Board an overview of the recruitment process to date, noting that none of the applications received were deemed fit for shortlisting due to experience and/or organisational fit. In lieu of a suitable applicant, the Selection Committee recommended that R Baird sit as the Interim Board Chair until 1 July 2026, to allow for another round of recruitment in Q2 2026. This recommendation was endorsed by the TUSA Governance and Nominations Committee at their November meeting. 	<p>APPENDIX E1 APPENDIX E2</p>

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

<ul style="list-style-type: none"> • The Board discussed R Baird's conflict of interest as an employee of UTAS, noting that there are not anticipated to be any major difficult conversations with the University during this time given funding and affiliation agreements in place. <ul style="list-style-type: none"> ○ As further support, the Board agreed with the suggestion from the Governance & Nominations Committee that T Wienker, a previous Board member, be asked to join the Board for this six-month period as the Interim Deputy Chair and Board member to manage any Conflicts of Interest. • The Board discussed R Baird's role as the Governance Committee Chair, deciding that they were comfortable with her remaining as Chair of the Committee while also chairing the Board. <p>MOTION: That the Board:</p> <ul style="list-style-type: none"> • Endorse the TUSA Governance and Nominations Committee recommendation that the TUSA Deputy Chair of the Board, Rachel Baird, step into the role as Interim Chair from 1 January 2026 until 1 July 2026. • Endorse the Governance and Nominations Committee recommendation that a new Chair recruitment process be undertaken in Q2 2026. • Endorse the appointment of Tyson Wienker to the role of Board Member and Deputy Chair for the period 1 January 2026 until 1 July 2026. <p>MOVED: J Oates Pryor SECONDED: A Amore <i>Passed with no abstentions.</i></p>	
<p>4.4 Proposed Commercial & Innovation Committee S Ward</p> <ul style="list-style-type: none"> • Following discussions earlier in 2025, including at the Board Strategy Session in October, a proposed Terms of Reference for a new Commercial & Innovation Committee was developed by S Ward for consideration by the Board. • Board members were requested to provide feedback on the draft Terms of Reference via email before the end of the year, to allow for the Committee to be activated by March 2026, to allow alignment with the other subcommittees. 	<p>APPENDIX F1 APPENDIX F2</p>

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

	<p>4.5 TUSA Strategy D Sutton & S Ward</p> <ul style="list-style-type: none"> The Board noted the strategy document and the draft Strategy on a Page developed by D Sutton following the October Board Strategy Session. Board members were requested to provide feedback on the Strategy on a Page by the end of 2025. 	<p>APPENDIX G1 APPENDIX G2 APPENDIX G3</p>
5	MATTERS FOR NOTING	
	<p>5.1 Key Messaging Update J Oates Pryor Nil</p>	<p>VERBAL ONLY</p>
	<p>5.2 Governance Committee Performance Review S Ward</p> <ul style="list-style-type: none"> Noted by the Board, with an update from S Ward that a Board Review will be circulated by the end of the week. 	<p>APPENDIX H1 APPENDIX H2 APPENDIX H3</p>
	<p>5.2 AICD Climate in Focus S Ward</p> <ul style="list-style-type: none"> Noted by the Board. 	<p>APPENDIX I</p>
	<p>5.5 September – October 2025 Operational Report S Ward</p> <ul style="list-style-type: none"> Noted by the Board. 	<p>APPENDIX J</p>
	<p>5.6 Spotlight Report S Ward</p> <ul style="list-style-type: none"> Noted by the Board. 	<p>APPENDIX K</p>
	<p>5.7 GM Report S Ward</p> <ul style="list-style-type: none"> S Ward highlighted that TUSA won Best Event or Activity for 'eat it all' at the Student Experience Network (SEN) Awards, as well as runner up in Best Advocacy Initiative for Pathways to Permanent Residency sessions. <ul style="list-style-type: none"> She also highlighted that K White, the Food Security Program Coordinator, was shortlisted for the Best Newcomer award. 	<p>APPENDIX L</p>

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

5.8 Governance Committee Draft Minutes R Baird <ul style="list-style-type: none"> • Noted by the Board. 	APPENDIX M
5.9 FRAC Draft Minutes A Greenwood <ul style="list-style-type: none"> • N/A as not held 	N/A
5.10 Other Business D Sutton <ul style="list-style-type: none"> • D Sutton thanked everyone for their contributions to TUSA throughout 2025, noting the incredible performance of TUSA this year, and the growth that has taken place over his 3 years as Board Chair. • The Board thanked D Sutton for his leadership and stewardship. 	VERBAL ONLY
5.11 Meeting Feedback D Sutton	VERBAL ONLY

Meeting Closed: 7:47pm

Next Meeting: February 10th, 2026

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

ACTIONS ARISING
as of December 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.	Draft TOR for consideration at December meeting of the Board.	Open
2.	11.02.25	TUSA Executive Risk	FRAC	To consider TUSA Executive capacity risk.	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	Role on hold due to unsuccessful recruitment. Progressed through Consultants engaged for McCann's Business Plan proposal.	Open
4.	12.08.25	Investment Induction Session	A Greenwood S Ward	For an investment induction session to be planned for Board members.	To be done in January/February 2026 after onboarding of 2026 SC 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.	To be considered in January 2026.	Open

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

TUSA BOM CONFLICT OF INTEREST REGISTER (OPEN COIS ONLY)
as of December 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
7.	14.10.25	P Leersen	UTAS Staff Member	Noted 14.10.25	Director of the Campus Services Team at the University of Tasmania.	Noted COI