TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
MINUTES

For the meeting of the TUSA Board of Management held on
21 April 2026 at **6pm**
at the TUSA Building Boardroom, Sandy Bay TAS [with zoom access].

Chair: R Baird
Purpose: To address matters of management, strategy and direction of the Association, and of property, income and funding.
Meeting opened: 6:06pm

	ITEM LISTING	*APPENDIX*
1	INTRODUCTORY ITEMS	
	1.1 In-Camera Session (as needed) N/A	
	1.2 Acknowledgement of Country J Oates Pryor I would like to acknowledge that we are meeting on various different parts of unceded land today. We're here in Kriwa/Sandy Bay, outside of Nipaluna/Hobart, the home of the Muwinina people. I would also like to acknowledge that we have members joining us from Kanamaluka/Launceston and Padaway/Burnie, as well as Naarm on Wurudjeri land. I want to acknowledge that we are meeting on unceded land, and that this always was and always will be Aboriginal land. In my law studies, specifically within international criminal law and law of war with Professor Tim McCormack, I learned that the Jewish scholar Raphael Lemkin, who coined the term genocide, used the Muwinina people and, more broadly, the Palawa/Pakana community of Lutruwita, as a key case study in his early research of genocide. This was a key community targeted by colonisation, and we still see the ongoing impact of colonisation and genocide today in our Aboriginal communities. I was very fortunate, in our TUSA Staff Retreat two weeks ago, to hear from Palawa man Dewayne Everettsmith, and to be able to walk together as a whole team through some cultural awareness training. I want to acknowledge with deep respect the path that we're continuing to walk with	

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	our now fully approved Reconciliation Action Plan. This is a significant milestone for us as an organisation, culturally and strategically, in our walking forward of how we can connect and care more meaningfully with those Aboriginal and Torres Strait Islander communities around us.	
	1.3 Welcome Chair – R Baird	
	1.4 In attendance A Amore, R Baird, A Greenwood, J Oates Pryor, B Smith, P Leersen, M Doon, S Doyle, K Azeem, K Fajrianto	
	1.5 Apologies L McLaren, T Wienker	
	1.6 Absent Nil	
	1.7 Staff, guests & observers TUSA Staff: S Ward, R de Villeneuve, M Lutan (Item 4.1) WLF Staff (Item 5.1): N Carter, W Farmilo	
	1.8 Conflicts of interest P Leersen raised a Conflict of Interest as Director of Campus Services in relation to items 5.4 and 5.5, for which he would be recused from the meeting.	
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 **10 February 2026** 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.*	APPENDIX A

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	<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 **10 February 2026** are approved to go online, withholding appendices and any sensitive discussions, following any amendments noted above. ***MOVED***: *R Baird* ***SECONDED***: *M Doon* *Passed with no abstentions.*	
	2.2 Matters arising from previous minutes • As per action table.	
3	CORRESPONDENCE	
	3.1 Inward correspondence **3.1.1 P Stough Board Resignation** • Noted by the Board.	**APPENDIX B**
	3.2 Outward correspondence Nil.	
4	TEAM IN FOCUS	
	4.1 Marketing & Communications M Lutan • M Lutan provided a presentation on the TUSA Marketing & Communications portfolio. • The Board asked which of TUSA's campaigns had the most engagement from students. M Lutan confirmed that this was the 2026 Distance Packs, noting that this is a positive shift following access to students through the University's Eloqua communications platform, as online students have typically had lower engagement rates with TUSA,	**VERBAL & PRESENTATION ONLY**
5	MATTERS FOR DISCUSSION/APPROVAL	
	5.1 2025 Audit N Carter • N Carter provided a brief overview of TUSA's 2025 Audit, noting that it was a smooth process. While there were some minor	**APPENDIX C1** **APPENDIX C2** **APPENDIX C3**

	findings, these have already been resolved by management, and no issues of high risk.
	  - The Board briefly discussed the minor findings and the steps that had been taken to resolve them.
	- S Ward noted that feedback regarding TUSA's financials and governance received from both Searson Buck and WLF was highly complementary, and that both organisations are exceptional to work with.
	- It was noted that the management report was not taken to FRAC prior to the Board because it was not available in time for the FRAC meeting.
	  - It was agreed that, in future, it could be provided to FRAC members via circular.
	
	MOTION: That the Board of Management:
	- Approve the 2025 Audited Financial Statements, to be taken to the AGM for final approval.
	- Endorses the Statement by the Board of Management for the year ended 31 December 2025, signed by Rachel Baird and Jack Oates Pryor on 6 March 2026.
	
	MOVED*: P Leersen* ***SECONDED****: B Smith*
	Passed with no abstentions.	

	5.2 2026 Revised Budget S Ward - S Ward noted that the revised budget has been developed following discussion at the December 2025 Board meeting, where the Board requested a revised budget once the 2025 financial statements and SSAF surplus had been finalised. - It was noted that the actual surplus in the revised budget is smaller than the anticipated surplus from the December budget, which means only a small rollover of SSAF funding of $10k to support the 2026 budget. - S Ward advised that the 2026 SSAF allocation in the revised budget is a conservative estimate, with the note that 2025's SSAF allocation was more than anticipated in 2024.	**APPENDIX D1** **APPENDIX D2** **APPENDIX D3**

- It was noted that the Commercial and Social Enterprise cost centre has been incorporated into the revised budget.
- S Ward highlighted that there is a funding shortfall within the 2026 budget, primarily through a shortfall in the Food Security portfolio of $144,000. She noted that this program has not historically been SSAF funded, but TUSA had been hoping there would be SSAF to put toward the program this year, which there is not unless other services are cut. There also has not been any new funding from UTAS to support the Food Security Program.
    - The Board asked about the lack of UTAS funding for the program in 2026, and S Ward noted that the funds previously provided were raised by the UTAS Staff Giving Fund during COVID, but have been exhausted.
    - S Ward also noted that, as TUSA does not have Deductable Recipient Status (DGR), the Food Security Program cannot be made a selectable charity directly within the Staff Giving program. Pathways to this were discussed, including the creation of a TUSA Foundation with a formal application for DGR status, alongside national petitioning that student associations should, like universities, receive automatic DGR status.
    - The Board asked about appetite from UTAS staff to continue supporting the Food Security Program if DGR status were to be achieved. It was indicated that there is strong appetite from UTAS staff to continue supporting the program.
- It was noted that the revised budget was considered by FRAC, who raised concern around TUSA underwriting the Food Security Program. They also raised that, in the future, updates like this would be better suited as forecasting adjustments rather than budget revision.
- S Ward asked the Board to consider their willingness to cover the budget shortfall, with the note that every possible grant and funding opportunity for the Food Security Program is being pursued as and when they arise, and that the program will soon begin transitioning to a social supermarket model that will sell items at-cost (Hobart only).

	- She noted that, should the Board cover the shortfall, TUSA's surplus at the end of 2026 is anticipated to still be around $300,00. - The Board noted that investment returns are not currently included within the budget, and that they would like them to be in the future, to allow greater clarity over TUSA's entire financial position. • The Board discussed SSAF, and asked about certainty around this amount of income, noting that the SSAF surplus in 2025 was smaller than anticipated, and that TUSA has moved into a new funding model of a percentage of actual SSAF instead of an agreed amount. - It was noted that many of these uncertain factors are outside of TUSA's control due to enrolment and student retention. UTAS Finance forecasting has been used to provide as accurate a base as possible and is kept conservative to avoid unexpected shortfalls. • The Board discussed the Food Security Program Prospectus, and the importance of using it to reach out to the University, government, and other potential long-term funders to ensure the program is secure long-term for students. They also discussed here the importance of diversifying income streams for the Food Security Program. • The Board discussed options, including TUSA's continued search for external Food Security funding, and the potential of ceasing other TUSA services to divert funding to Food Security should the need arise. It was noted that cancelling more "fun" programs and service offerings can make things feel quite grim for students. **MOTION**: That the Board approves the Revised 2026 TUSA Budget, including the temporary use of investment revenue to underwrite the Food Security Program funding shortfall while external funding continues to be pursued. *MOVED: A Amore SECONDED: J Oates Pryor* *Passed with no abstentions.*	
	5.3 Establishment of Partnerships Resourcing	**APPENDIX E**

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	S Ward • S Ward raised the proposal of a Partnerships Officer to assist with TUSA's continued growth in developing and maintaining external partnerships, noting that it is proposed to be funded through investment income for a two-year trial period. • The Board discussed concerns around who TUSA establishes partnerships and sponsorships with. o It was noted that, historically, TUSA's partnerships have generally been with local companies and tied in with campaigns being run at the time, with the example of Kotex period underwear during the Period Poverty campaign. • The policy framework around partnerships was discussed, with a keen interest to ensure that the partnerships space has adequate guardrails to work within. It was suggested that a review of current Policy and Procedure be delegated to the Governance Committee before being revisited by the Board. • The Board raised concerns that, should the Partnerships and Sponsorships Officer be successful, UTAS may potentially find ways to divert TUSA's funding. Part of this conversation was paused until Items 5.4 and 5.5, but it was noted that the current SSAF agreement and associated legislation states a minimum of 40% SSAF allocation to TUSA. o The Board also discussed concerns around using partnerships income to fund programs for which there is a strong argument the University should be funding to support its students, as it could provide justification for the University to continue to not fund these programs, or even discontinue funding in other areas. • The Board noted the opportunity for the Clubs & Societies space to expand partnerships with external entities. • The Board agreed to pause the Partnerships Officer proposal and refer it to the Governance Committee for review of relevant policy and procedure.	
	5.4 Commercial Outgoings S Ward • P Leersen left the meeting for Items 5.4 and 5.5 due to his Conflict of Interest on this item as Director of Campus Services.	**APPENDIX F1** **APPENDIX F2**

	- The Board raised the potential risk around TUSA's budget, which is a wholly internal document, being known in detail by any Board member with conflicting interests, even in situations where care and diligence is taken by all parties. They suggested this be referred to FRAC to assess associated risks. • S Ward informed the Board of an email she had received regarding the University reviewing their outgoings and proposing TUSA pay TEFMA calculated commercial outgoings for all locations, when previously this has not been the case. There was no discussion with TUSA prior to the email. • The Board discussed the close alignment of this decision with the increase to 40% SSAF, noting it represents a significant cut into TUSA's only recently increased funding. - The Board considered motivations by the University to introduce commercial outgoings. • The Board discussed the option to escalate this matter within the University. • The Board discussed the viability of pushing back on the outgoings starting in 2026, noting the cost sits outside the approved budget. • S Ward noted that TUSA does not have an active lease for any of its locations, despite requesting for four years. • The Board agreed that this matter should be urgently escalated within the University by the TUSA President and the Deputy Chair, to seek confirmation that TUSA premises will continue to be provided on a peppercorn rent without outgoings, as previously agreed.	
	5.5 Inveresk Railway Cottage – Draft Lease S Ward • P Leersen was not present for this item of the meeting, due to his Conflict of Interest as the Director of Campus Services. • The Board agreed the lease should not progress until the Commercial Outgoings matter is resolved.	**APPENDIX G1** **APPENDIX G2**
	5.6 TUSA Grievance Policy S Ward • The Board noted that both the Policy and Procedure have been reviewed by the Governance Committee.	**APPENDIX H1** **APPENDIX H2** **APPENDIX H3**

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	• The Board discussed the 'Scope' section of the Policy, which was revised following feedback from the Governance Committee. S Ward highlighted that this document is related to internal Grievances, not external complaints, meaning the only students covered within this Policy are those employed by or volunteering with TUSA. The wider student body sits within the Complaints Policy. ○ The Board raised that the use of the term 'complainant' may then be complicated by this split, with the suggestion of 'aggrieved' as potential replacement. **MOTION:** That the Board approves the TUSA Grievance Policy. ***MOVED:*** *B Smith* ***SECOND:*** *J Oates Pryor* *Passed with no abstentions.*	

	5.7 Board Calendar
	S Ward
	• S Ward noted that the calendar schedules all known regularly arising items for the Board, spread out to ensure a manageable workload across the year. Following feedback from the Board Review, the calendar also includes a proposed Launceston meeting date.
	  ○ It was noted that a Launceston meeting would add an additional expense to the budget. Though this would not be a significant cost, it would be beneficial to tie it in with other reasons to travel to Launceston.
	  ○ The Board discussed potentially moving the Launceston meeting from a Tuesday to a Friday and having the annual Board Dinner while in Launceston to allow for more attendees.
	• The Board noted potential risk associated with the Budget being discussed in December, which is the first Board meeting for new student members. It is noted that this timing is essential due to the timeline for forecast income. Ensuring appropriate training prior to the December meeting was suggested as a mitigation for this risk.
	• The Board delegated consideration of whether they are receiving the right amount of compliance reporting to the Governance Committee.
		APPENDIX I1
		APPENDIX I2

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	MOTION: That the Board endorse the Draft Board Calendar, including the proposed Launceston-based meeting. ***MOVED:*** *R Baird* ***SECONDED:*** *P Leersen* *Passed with no abstentions.*	
	5.8 2025 Annual Report S Ward • S Ward thanked C Harris for her work on the graphic design and compilation of statistics for the Annual Report. • S Ward highlighted the introduction of a table within the Annual Report that demonstrates increases in service demand across the past 3 years. ○ The Board discussed potential addition of another State Council-focused statistic in this table, such as meetings or events attended. To be discussed with C Harris and implemented prior to the Annual Report being approved at the Annual General Meeting.	**APPENDIX J1** **APPENDIX J2**
6	MATTERS FOR NOTING	
	6.1 Key Messaging Update J Oates Pryor • J Oates Pryor highlighted that the State Council met and spoke with over 7,000 students across Orientation Week and TUSA's Clubs & Societies Days. He noted it as a busier period than other Orientations of recent years. • He also highlighted State Council work on Academic Roundtables and Vent Tents to formalise collection of student voices, cost of living advocacy, free Metro for students and improved UniHopper service, as well as increased support for students from conflict-affected zones. • Interviews are currently underway for the 2026/7 Equity Committee, following a review late last year to strengthen and better support the Committee, and continued advocacy for prayer rooms and multifaith spaces for students across all campuses. • He noted the recent announcement by the Government to provide free public transport for all Tasmanians until the end of June 2026.	**VERBAL ONLY**

	• He also noted work on lobbying for a review of the UTAS Act, and a letter to University Council regarding a push for a minimum of 2 students to sit on the Council, a minimum of one of whom is elected.
	  ○ Currently, the University Council only has one student member, who is appointed. UTAS is the only university to operate under this model in Australia; every other university has either two elected students, or one elected and one appointed.
	  ○ Overall, these items fall into larger-scale and continued advocacy for greater student voice and partnership between students and universities.
	• K Azeem also highlighted continued work with the Anti-Racism Task Force, with a focus on substantive and strategic long-term cultural change within the University, not just short-term solutions.	

	6.2 McCann's Update S Ward • S Ward commended the work of K White on this project, including liaising with both Campus Services and architects working with TUSA on the project. • It was noted that the timeline has been pushed back from what was originally presented to DPAC for the grant. All updates and a new timeline will be provided to them for sign-off to ensure that there is no risk to the funding for the project.	**APPENDIX K1** **APPENDIX K2** **APPENDIX K3** **APPENDIX K4** **APPENDIX K5**
	6.3 TUSA Food Security Program Prospectus S Ward • S Ward noted that the Prospectus will be partnered with one-pager documents for distribution across the University and aligned organisations within the community, including a broad range of funding options. • It was noted that the Food Security Program Steering Committee have provided positive and useful feedback that has been incorporated into the Prospectus.	**APPENDIX L1** **APPENDIX L2**
	6.4 Chair and Independent Board Member Recruitment S Ward	**APPENDIX M**

	• The Board noted that applications have now closed, and the Shortlisting Committee are moving on to the shortlisting and interview stages.	
	6.5 Investment Advisory Services EOI Update S Ward • The Board noted that the Expression of Interest has now closed, and applications will be considered by FRAC at their May meeting.	**APPENDIX N1** **APPENDIX N2**
	6.6 Governance Instrument Review S Ward • Noted by the Board as an overview of the Governance Instrument Review, most of which is undertaken by the Governance Committee.	**APPENDIX O1** **APPENDIX O2**
	6.7 Inveresk Leasing Opportunity S Ward • For noting by the Board, following past discussions of cafe space at Inveresk. • Noted that this was not pursued due to risk management and the upcoming opening of Grounded in Hobart, and that it was only offered by the University as a commercial lease.	**APPENDIX P**
	6.8 January – February 2026 Operational Report S Ward • Noted by the Board.	**APPENDIX Q**
	6.9 Spotlight Report – March 2026 S Ward • Noted by the Board.	**APPENDIX R**
	6.10 GM Report S Ward • Noted by the Board. • S Ward flagged continued growth of and demand for TUSA services. • She also highlighted the TUSA Team Retreat held March 30th to April 1st, which was a strong investment in the growth and development of the TUSA Team.	**APPENDIX S**
	6.11 Governance Committee Draft Minutes	**APPENDIX T**

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	R Baird • Noted by the Board.	
	6.12 FRAC Draft Minutes A Greenwood • Noted by the Board.	**APPENDIX U**
	6.13 Circular Motions S Ward • Both motions were approved via circular on 24 March 2026. Included here for noting only. **MOTION 1:** That the TUSA Board of Management endorse the appointment of Ashley Amore to the role of FRAC Chair, effective from approval of the motion. *Moved: A Greenwood* *Seconded: L McLaren* Passed with no abstentions. **MOTION 2:** That the TUSA Board of Management approve the TUSA Strategy. *Moved: A Amore* *Seconded: A Greenwood* Passed with no abstentions.	**VERBAL ONLY**
	6.14 Other Business R Baird • The Board decided that risk mitigation in relation to ongoing global unrest should be considered by FRAC.	**VERBAL ONLY**
	6.15 Meeting Feedback R Baird • The Board decided to move the Board meeting start times to 5pm, and requested Committees consider the same. **ACTION ITEM:** C Harris to move the Board meeting start times to 5pm.	**VERBAL ONLY**

Meeting Closed: 8:20pm
Next Meeting: 16 June 2026

Confidential

TUSA

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ACTIONS ARISING
as of April 2026

#	Date Opened	`	Responsible Party	Action	Progress to Date or Further Action Required	Status
1,	11.02.25	Commercial Sub-Committee	S Ward; R Baird	To consider opportunity for TUSA Commercial Sub-Committee.	Draft TOR for consideration at December meeting of the Board. See Agenda 5.3 in Feb meeting of Board. Following discussion by the Board, Working Group to be progressed as need arises.	Closed
2.	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.	Closed
3.	12.08.25	Investment Induction Session	A Greenwood S Ward, A Amore	For an investment induction session to be planned for Board members.	To be done in early 2026 after onboarding of 2026 SC members. To also include a financial literacy component run by A Amore.	Paused
4.	10.02.26	TUSA Strategy – Vision Statement	J Oates Pryor, A Amore	To review the vision statement for the TUSA Strategy, to then be considered by		Closed

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				the Board via circular motion.		
5.	10.02.26	CoI Declaration Form	C Harris	To update and circulate the Conflict of Interest Declaration Form to Board members.		Closed
6.	21.04.26	Board Meeting Start Times	C Harris	To update the meeting start time to 5pm.		Open

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TUSA BOM CONFLICT OF INTEREST REGISTER (OPEN COIS ONLY)
as of April 2026

#	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.	30.07.24	R Baird	Chair of the legal practice centre – that run legal practice course	Noted 30.07.24		Noted COI
2.	11.03.25	R Baird	UTAS Staff Member	Noted 30.07.24	Staff member at the University of Tasmania's Law School.	Noted COI
3.	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