

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

For the meeting of the TUSA Board of Management to be held on  
**Monday 27<sup>th</sup> of March 2023 at 5:30pm**  
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: 5:32pm**

#	ITEM LISTING	APPENDIX	TIMING
1.	<b>INTRODUCTORY ITEMS</b>		5 mins
	<b>1.1 In-Camera Session (as needed)</b>		
	<b>1.2 Acknowledgement of Country</b> Tyson Wienker <ul style="list-style-type: none"> <li>T Wienker sits on the board of a company called Australian Black and White Stories, which focuses on revitalising positive conversation through the use of joint stories between black and white folk. One of the board members is Vicki, a well-recognised Indigenous woman. She asked the board to be upfront in conversations with Indigenous people about their needs, to engage in these conversations without fear of offense, to focus on having compassion for each other.</li> </ul>		
	<b>1.3 Welcome</b> Danny Sutton <ul style="list-style-type: none"> <li>This meeting will focus on financial strategic direction.</li> </ul>		
	<b>1.4 Present</b> D Sutton, R Mawad, L McLaren. J Newman.  On zoom: T Wienker, S Crothers, A Lamont		
	<b>1.5 Apologies</b> R Meredith		

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

<b>1.6 Absent</b>		
<b>1.7 Staff, guests &amp; observers</b> TUSA Staff: S Gorringer, SL Ward, E Knuckey, R de Villeneuve Tas Ethical: T Robertson (as required)		
<b>1.8 Conflicts of interest</b>		
<b>2. MINUTES AND MATTERS ARISING</b>		
<b>2.1 Amendments to previous minutes</b> <ul style="list-style-type: none"> <li>Space for noting any amendments</li> </ul>		<b>2 min</b>
<b>2.2 Minute approvals</b> <b><u>2.2.1 TUSA Board of Management Meeting Minutes Amendments</u></b> A discussion of items redacted from previous minutes prior to publishing. <ul style="list-style-type: none"> <li>No amendments to the February board minutes required.</li> </ul> <b><u>2.2.2 TUSA Board of Management Meeting Minutes Approval</u></b> <u>Motion:</u> That the minutes of the TUSA Board of Management Meeting held on <b>February 27<sup>th</sup> 2023</b> be accepted as a true and accurate record of the proceedings of that meeting pending above correction.  <b><i>MOVED: R Mawad SECONDED: A Lamont</i></b>	<b>APPENDIX A</b>	<b>2 min</b>
<b><u>2.2.3 TUSA Board of Management Meeting Minutes Online Upload</u></b> <u>Motion:</u> That the minutes of the TUSA Board of Management Meeting held on <b>February 27<sup>th</sup> 2023</b> are approved to go online,		

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

	withholding appendices and any sensitive discussions, following any amendments noted above.  <b>MOVED:</b> R Mawad <b>SECONDED:</b> A Lamont		
	<b>2.3 Matters arising from previous minutes</b> <ul style="list-style-type: none"><li>• As per action table.</li></ul>		<b>5 min</b>
<b>3. CORRESPONDENCE</b>			
	<p><b>3.1 Inward correspondence</b> University Council Outcome</p> <p>At the recent meeting of University Council held on <b>Friday 24<sup>th</sup> February 2023</b>, Council considered the following item and passed the relevant motions as presented:</p> <p><b>3.1.1 Report from the Remunerations and Nominations Committee</b> <i>Resolution 24-02-2023-UC-1.3(3)</i> University Council appointed Associate Professor Belinda Williams as the academic staff member to the Board of Management of the Tasmanian University Student Association for a term ending 28 February 2025 <i>Resolution 24-02-2023-UC-1.3(4)</i> University Council reappointed Mr Tyson Wienker as the professional staff member to the Board of Management of the Tasmanian University Student Association for term ending 28 February 2024.</p> <p>Board feedback:</p> <ul style="list-style-type: none"> <li>• The TUSA Board welcome B Williams to the TUSA BoM and believe her background in business will be an asset to the team.</li> <li>• B Williams is presently on leave, and will join attend the TUSA Board of Management meetings from May.</li> <li>• The TUSA Board also acknowledge the work of T Wienker as an ongoing University representative, and thank him for his continued support of the TUSA.</li> </ul> <p><b>3.1.2 Memorandum of 2022 Audit Findings - Tasmanian Audit Office</b></p> <ul style="list-style-type: none"> <li>• The TUSA Board recognise the positive feedback received from TAO about the work of the TUSA</li> </ul>	<b>APPENDIX B</b>	

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

	<p>executive team during the audit process, with specific respect to process and responsiveness.</p> <ul style="list-style-type: none"> <li>The TUSA Board note the MAOF as received, and note that it has been approved by the TUSA Finance, Risk and Audit Committee (FRAC)</li> </ul>		
	<b>3.2 Outward correspondence</b>	<b>N/A</b>	
<b>4,</b>	<b>MATTERS FOR DISCUSSION/APPROVAL</b>		
	<p><b>4.1 UTAS Partnership Update</b>  Sam Gorringe</p> <ul style="list-style-type: none"> <li>S Gorringe met with Craig Barling from the University to discuss opportunities for growth in delivery of SSAF funding categories, within the broader University of Tasmania model to identify spaces where TUSA can holistically support students, including spaces that may fall outside the current student experience portfolio.</li> <li>S Gorringe has also reached out to Ian Anderson &amp; Kristen Derbyshire to arrange a meeting.</li> <li>S Gorringe expresses that as an organisation, the TUSA have taken many steps to innovate and provide value to the University in recent years, and have evidenced how the TUSA can be a part of the solution to the ongoing concerns the University faces with regard to its' student experience.</li> <li>TUSA believe that a key element to improving the student experience is the introduction of true Students as Partners models within the university processes, and recognises that TUSA itself is built on the value of students as partners.</li> <li>TUSA have also taken steps to diversify income, looking externally to funding opportunities and grants that improve the student experience at the University of Tasmania, and highlight that the TUSA are often able to provide for students at a much lower cost-per-head rate than the University in multiple domains.</li> </ul>	<b>APPENDIX C</b>	<b>20 mins</b>

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

<ul style="list-style-type: none"><li>• The TUSA believe this time is an opportunity for the University to work with the TUSA to rebuild the social license of the University in response to growing student apathy and distrust.</li><li>• How the TUSA have proposed to action this to the university: increasing breadth of student programs, bigger student partnership networks, and broadening community connections.</li><li>• To action this, the TUSA would require an extension of our current University partnership agreements (a 3 year agreement, that stipulates the University may dissolve the agreement with 30 days notice), that recognises the TUSA’s role in solving some of the universities ongoing challenges with regard to retention and attrition that are multifactorial in nature. The TUSA’s current agreement does not provide sufficient security or stability, and creates risk in using the TUSA’s assets to support students continuously, through we have done so to demonstrate value to students and the University in recent years.</li><li>• Another avenue the TUSA would like to explore is to create more space within our programs for support of staff members, especially in the post-graduate space.</li><li>• Discussion of the nature of our University partnership agreement ensued. In a lot of ways, the TUSA’s current agreement positions the TUSA to be considered as a controlled entity, but the TUSA is referred to as an affiliated entity. This feedback was consistent from TAO. The most recent agreement ends in 2024, and needs consideration and review.</li><li>• C Barling was most interested in the TUSA’s capacity within the community and student engagement space, and how we may capture future student audiences.</li><li>• Discussion of the changes at the level of the University - largely decentralisation of management back to the Colleges. S Gorringer highlights that the People &amp; Culture division have been elevated to directorship level, and that this is an important and sound move from the University.</li></ul>		
---	--	--

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

<ul style="list-style-type: none"> <li>• The TUSA Board accept the provided document and approve S Gorringe to continue to initiate conversations with the University in this space, with update to board as the conversation progresses.</li> <li>• If these discussions lead to agreement of new provision of services, board ask that they be put into a formal written document for approval by all parties.</li> <li>• S Gorringe notes that this document has also been shared with Dom Geraghty (Pro-Vice Chancellor of the Northern Campus), and will be informed of changes to TUSA resource allocation in the North following staffing changes.</li> <li>• S Gorringe recognises the importance of conversation with the Heads of Campuses and Colleges, and raises the possibility of proposal directly to the campuses to allow them autonomy in service provision in these spaces, but recognises the potential reputational risk associated with this avenue.</li> <li>• The board discussed expected timeline for the University managerial changes.</li> </ul> <p><b>DECISION: S Gorringe to prioritise these discussions, with a focus on reporting back with direction and clarity even between board meetings as necessary.</b></p> <p><b>ACTION ITEM: T Wienker to discuss capacity/appetite for meeting with I Anderson. D Sutton to support where possible through discussion with Rufus Black.</b></p>		
<p><b>4.2 2023 Budget Revision Recommendation</b> Shauna Lee Ward, T Wienker &amp; D Sutton</p> <ul style="list-style-type: none"> <li>• S-L Ward notes that a separate copy of the provided document has been circulated, due to a minor formula error.</li> <li>• The TUSA Board recognise the need for fiscal responsibility and to ensure that the TUSA have organisational capacity to deliver current operational</li> </ul>	<b>APPENDIX D</b>	<b>20 mins</b>

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

	<p>schedule and extend into identified opportunity spaces within the University</p> <ul style="list-style-type: none"> <li>• S-L Ward has developed a budget proposal that was tabled at the most recent FRAC meeting, and notes that it has been discussed to some depth at the staff Team Retreat with a focus on the level of on-the-ground capacity of staff, and which operational and strategic projects and services the TUSA is committed to delivering in 2023 with consideration to a revised budget. This includes input from the TUSA State Council in conversations about budget and resource allocation moving forward.</li> <li>• S-L Ward notes on page 1 that the number of wages for identified salary savings has been achieved through presently actualised staff attrition, and that this budget reflects a more cautious approach to further wage cuts to maintain current operational capacity. This structure means that TUSA do not need to make any staff member redundant, and by spreading the budget cuts across operational areas prevent cessation of current programs and services for 2023.</li> <li>• S-L Ward notes that tables 2 and 3 demonstrate the impact of proposed budget changes to cashflow forecast. Current proposal means that the TUSA will not have a drawdown in July, and a reduced drawdown in August.</li> <li>• S-L Ward further notes that the budget document demonstrates a comparison of previously proposed 2023 budget with more significant cuts on the far right line, and current proposal on the new line to the left of this.</li> <li>• A large focus in this budget proposal of ensuring the TUSA have enough capacity to continue current projects &amp; services.</li> <li>• FRAC were in support of the proposed budget changes.</li> <li>• S Crothers raises a query about the underlying reason for staff attrition, which is discussed. S-L Ward also</li> </ul>		
--	--	--	--

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

	<p>raises that a staff member (based in Melbourne) has been elevated to the management team to coordinate staff at all regional campuses, with a focus on student-staff mentorship and support on the ground.</p> <p>Board thank the TUSA team for working through this work efficiently and in depth.</p> <p><b>MOTION:</b> The TUSA Board approve the revised 2023 Budget Recommendations as presented.</p> <p><b>MOVED:</b> J Newnham <b>SECONDED:</b> S Crothers</p>		
	<p><b>4.3 SSAF Campaign Update</b> L McLaren</p> <ul style="list-style-type: none"> <li>• L McLaren provided an update on the progress of SSAF Campaign development. All training sessions with external provider, Bonnie, now complete. Currently an initial communications calendar in development.</li> <li>• Initial ideas developed by the State Council include an initial educational piece to build ground for support before moving to a more visible piece of work on the ground.</li> <li>• University SSAF working group continuing to meet. Currently an ongoing issue of consideration of removal of SSAF for online students – noting that 55% of University of Tasmania students are enrolled online.</li> <li>• The Board discussed the benefits and risks of this decision. Consideration of statistics – many of the 55% online students live within 100km of a campus and often are opting to do online units but may access services on campus. This is already captured by programs and services line by line by TUSA, and the team have presented data reflecting which services by the TUSA are accessible to online students at a granular level.</li> </ul>	<b>Verbal Only</b>	<b>15 mins</b>



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

	<ul style="list-style-type: none"> <li>• This presents an opportunity for the University to better report in their data what online students are able to and currently accessing as a demographic.</li> <li>• D Sutton identifies that in his other business experience at Colony 47, when service provision was shifted online, some services outperformed expectations, as they meet the service needs of cohorts not traditionally recognised in a face-to-face space.</li> <li>• The TUSA Board note that timing is an important factor in actualising a SSAF Campaign, and that it should align with the work of the TUSA executive team on service provision potential as discussed above.</li> <li>• The TUSA Board thank L McLaren and the State Council for the work they have done together in campaign development thus far.</li> </ul>		
<b>5. MATTERS FOR NOTING</b>			
	<p><b>5.1 Strategic Report</b> S Gorringe</p> <ul style="list-style-type: none"> <li>• The strategic report was reviewed by both student and non-student staff at the TUSA Team Retreat to ensure everyone is across the initiatives and projects not initiated and ongoing that are for ongoing work.</li> <li>• R Mawad: important as an organisation to continue to identify what facets of the TUSA's work define its' identity. Continue to remember where we are based and who we service, and where we might be exposed by not having clarity on our position and services – our moves toward sustainability as an organisation have been good to ensure this, and important to continue to consider.</li> </ul>	<b>APPENDIX F</b>	<b>5 mins</b>
	<p><b>5.3 Monthly Finance and Investment Report</b> (P&amp;L/Balance Sheet/Cashflow Estimates; Investment Reports) S-L Ward</p> <ul style="list-style-type: none"> <li>• The TUSA Board accept the finance and investment report for noting.</li> </ul>	<b>APPENDIX G</b>	<b>5 mins</b>

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

<ul style="list-style-type: none"> <li>• S-L Ward reports that there are no major noteworthy items on the report due at this stage in the year, except to note that SSAF funding was received two months earlier than last year, influencing figures</li> <li>• S-L Ward acknowledges ongoing savings beyond that budgeted for, and nothing of concern regarding over expenditure</li> <li>• S-L Ward notes that there is a planned term investment of our SSAF funds during the mid-year period (April, May, June and August) as per cashflow estimates previously received by TUSA Board and FRAC. Following approval at this meeting and approval of the budget, S-L Ward will commence placing these investments with the Commonwealth Bank.</li> </ul> <p><b>DECISION: The TUSA Board approve for term deposits as per investment plan.</b></p> <ul style="list-style-type: none"> <li>• 1month - \$250k – 3.81 due 27th April</li> <li>• 2month - \$200k - 4.03% due 30th May</li> <li>• 3month - \$250k - 4.28% due 26th June</li> <li>• 5month - \$100k – 4.29% due 25th August</li> </ul>		
<p><b>5.2 Key Messaging Update</b> L McLaren</p> <ul style="list-style-type: none"> <li>• L McLaren highlights a large change in position of State Council in regard to the Hobart City campus move. Their new stance reflects that unless students are truly consulted and negative impacts on current students are mitigated, State Council will be against the Hobart City move.</li> <li>• This position reflects the current state council view, and the resultant impact of a lack of responsiveness of the University for a further 6 months during this State Councils' tenure.</li> <li>• L McLaren also highlights another item regarding a drop in Tasmanian university enrolments – a 12% drop this year, which can in part be attributed to evidenced</li> </ul>	<b>APPENDIX H</b>	<b>5 mins</b>

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

	<p>poor student experience and a lack of funding allocation that centres student voices.</p> <ul style="list-style-type: none"> <li>• The TUSA Board accept the Key Messaging document, and note that it may be improved by more clear delineation of items where the State Council's stance has changed.</li> <li>• D Sutton notes that boards' ongoing role in this space is to ensure that these positions are well-informed and evidence based, and only to provide advice rather than approval.</li> <li>• R Mawad enquires whether the State Council would make a proactive statement publicising this stance.</li> </ul>		
	<p><b>5.3 Meeting Feedback</b>  D Sutton</p> <ul style="list-style-type: none"> <li>• The Board congratulate A Lamont on guaranteeing 500 students bulk-billed GP services in the NW Coast at no cost to the organisation, and thank Southside Family Medical for their partnership in this important program.</li> <li>• A note that S-L Ward will be on leave shortly, returning in late April.</li> </ul>	<b>VERBAL ONLY</b>	<b>5 mins</b>
	<p><b>5.4 Other business</b>  <i>Frequency of Board Meetings</i>  D Sutton</p> <ul style="list-style-type: none"> <li>• D Sutton recognises that within a small organisation, there needs to be time for managers to operate and action changes before re-reporting, noting that Colony 47 is larger and this stands true within that organisation.</li> <li>• Frequency of board meetings should be considered within the context of board charter – should the Board have a less frequent (e.g. Bi-monthly) cycle that gives the team more chance to do what is needed, and supplement these Board meetings with subcommittees e.g. FRAC, and a potential secondary committee for governance.</li> </ul>	<b>VERBAL ONLY</b>	<b>5 mins</b>

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

	<ul style="list-style-type: none"> <li>• R Mawad – Important to include a provision to reconvene earlier than two months for important items, as a special meeting for that item only.</li> <li>• Alternatively, the Board could consider an executive group of committee members who can make urgent decisions in the interim between meetings with low risk e.g signatories or approval of small matters</li> </ul> <p><b>ACTION ITEM: D Sutton &amp; S Gorringe to formalise a proposal for reduced frequency of meetings and supportive structures as discussed above, within the board charter, for a trial of implementation moving forward.</b></p>		
--	--	--	--

**Meeting Closed: 7:09pm**

**Next Meeting: 24<sup>th</sup> April 2023**

**ACTIONS ARISING**  
as of 27/03/23

#	Date	Action Item	Responsible Party	Action	Progress to Date or Further Action Required	Status
1	27.03.23	Meeting coordination	T Wienker, D Sutton, S Gorringe	T Wienker to discuss capacity/appetite for meeting with I Anderson. D Sutton to support where possible through discussion with Rufus Black	For April meeting	Open

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

2	27.03.23	Bimonthly Meeting Consideration	D Sutton, S Gorringe	D Sutton & S Gorringe to formalise a proposal for reduced frequency of meetings and supportive structures as discussed above, within the board charter, for a trial of implementation moving forward.	Prepares as part of Governance Update – motion to be put forward	Open
---	----------	---------------------------------	----------------------	---	--	------

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

3	23.01.23	Performance review followup	D Sutton & Board	<p>The TUSA Chair to arrange individual CEO performance review discussions with Board members (including the CEO if the Board member were comfortable).</p> <p>The TUSA Board Chair will undertake the formal performance review feedback with the CEO before the February Board meeting.</p> <p>The TUSA Chair will discuss the Board Performance Review at the February Board meeting and include the development of board performance review framework as part of the Board Charter.</p>	<p>Zoom meeting or phone call to schedule next month.</p> <p>Individual board member meetings with D Sutton underway</p> <p>Danny to discuss summary based on discussions to late at an in camera session with board &amp; CEO</p>	Open
---	----------	-----------------------------	------------------	---	--	------

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

4	28.11.22	Scorecard Revisions	S Gorringe	Scorecard revisions on basis of BoM recommendations to be implemented.	<p>Underway, still keen to get additional feedback on financial sustainability measures at next FRAC</p> <p>First two meetings are on reporting &amp; third is strategy update so March for scorecard revision with financial and investment measure review.</p> <p>Aim for April-May for mid-year.</p> <p>To be provided at May Board Meeting</p>	Open
5	23.01.23	Board charter development	S Gorringe; D Sutton	The TUSA Chair and CEO to provide a Board Charter development timeline to the Board at the February meeting.	<p>Draft contents agreed.</p> <p>Janelle Riley mutual board contact – may guide this process – D Sutton to contact Commence work – March 2023 Circulate draft for discussion – April 2023 Approve by Board – May 2023</p>	Open

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

6.	23.01.23	Acknowledgement of Country Structure	L McLaren & S Gorringe	TUSA CEO & State President to liaise with T Hoare (Equity President) on progress of development of a more meaningful, individualised Acknowledgement of Country structure.	<del>Aim to have cultural work done later in the year</del>  Follow up with Ochre Rain or Riawunna to arrange team session – Q3	Open
7.	15.03.23	Risk register review	BOM	Review as per BoM calendar of work	Currently due in June but Board need to confirm the proposed Board calendar and establish required timeframes for Risk Reporting	Open
8.	28.11.22	Team Culture Survey 2023	S Gorringe	S Gorringe to revise team culture survey in 2023 with broader comprehensive survey.	<del>Currently reviewing use of Employment Hero to determine how to utilise for culture survey</del>  Board note that a biannual survey would be good – work into board calendar.  <del>Reset goal for Q3 timeframe</del>  To be provided at November Board Meeting	Open
9.	23.01.23	Acknowledgement of Country Roster	S Gorringe	Nominate someone from Board to deliver next month's acknowledgement in rotation	Eloise to send out at the end of March meeting.	Closed



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

10	23.01.23	Col added to Board Charter	S Gorringe	<p>The TUSA CEO to include an updated Conflict of Interest register as an appendix in next board meeting.</p> <p>The TUSA Chair and CEO to develop a proposal for the incorporation of appropriate processes for the updating and availability of the Conflict of Interest register in the development of the Board Charter.</p>	COI Register	Closed
11	23.01.23	Board minute alterations register	E Knuckey	Creation of board minute alteration register		Closed
12	23.01.23	SSAF UTAS Agreement 2023	S Gorringe	The TUSA CEO to provide written advice to the Board on the receipt of the SSAF agreement from UTAS. It was noted that the SSAF agreement is expected to be received after January 2023.	Received, noted today	Closed

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

13	23.01.23	Proposed budget and financial forecasting	S Gorringe	<p>The TUSA CEO to provide the Board with a revised budget for review at its February meeting.</p> <p>The TUSA CEO to develop a advice on the longer term vision for TUSA for discussion with the Board in March. The paper to support the development of a TUSA Strategic Plan for 3 years from 2024.</p> <p>The TUSA Chair to discuss with the FRAC Chair, TUSA CEO and L McLaren the monitoring process for finances and investments in the future.</p>		
14	23.01.23	Succession planning – UTAS member	S Gorringe	<p>The Board noted that Penny Ratcliffe's term will end before next meeting and that approval for new UTAS member through UTAS council in progress.</p>	University staff member awaiting final University Council approval	Closed

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

15	23.01.23	Board meeting feedback agenda item	E Knuckey	The TUSA Chair invited Board members and management to identify and raise critical issues in a timely manner to promote an open, transparent, and responsive approach to the Board's work.		Closed
----	----------	------------------------------------	-----------	--	--	--------