



**DEAKIN**  
UNIVERSITY



# 2016

Annual Report



# Further Information

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## **Geelong Waurin Ponds Campus**

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+61 03 5227 1100

## **Warrnambool Campus**

Princes Highway  
Warrnambool, Victoria 3280  
Australia  
+61 03 5563 3100

## **Melbourne Burwood Campus**

221 Burwood Highway  
Burwood, Victoria 3125  
Australia  
+61 03 9244 6100

## **Cloud Campus**

+ 61 03 9244 6100

**deakin.edu.au**



[twitter.com/Deakin](https://twitter.com/Deakin)



[www.facebook.com/DeakinUniversity](https://www.facebook.com/DeakinUniversity)



[www.youtube.com/user/deakinuniversity](https://www.youtube.com/user/deakinuniversity)

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# Letter to the Minister

**The Hon Gayle Tierney  
Minister for Training and Skills**

Level 1, 2 Treasury Place  
East Melbourne  
Victoria 3002

16 March 2017

Dear Minister

On behalf of the Council of Deakin University and in accordance with the requirements of regulations under the *Financial Management Act 1994*, we are pleased to submit for your information and presentation to Parliament the Deakin University Annual Report for the year ending 31 December 2016.

The 2016 Annual Report was approved by the Deakin University Council at its meeting on 16 March 2017.

Yours sincerely



**Mr John Stanhope AM  
Chancellor**

16 March 2017  
Geelong



**Professor Jane den Hollander AO  
Vice-Chancellor**

16 March 2017  
Geelong

# Organisational Overview



# From the Chancellor



On behalf of Deakin University's Council I am pleased to present Deakin University's 2016 Annual Report, my first as Chancellor.

The report provides an opportunity to reflect on what has been a period of achievement for Deakin, despite the challenges of a difficult year.

Along with universities globally, Deakin has operated in an environment of fast-paced technological change, intense competition and constrained resourcing. Despite an uncertain and at times unpredictable environment, the Deakin story in 2016 was again one of growth, optimism and promise for the future.

Deakin has continued to rise up the international rankings, and is now ranked in the top two per cent of the world's universities in each of the major global rankings. In a global higher education market these rankings are an important measure of institutional reputation and quality. In the prestigious Shanghai Jiao Tong research ranking Deakin now ranks 11th in Australia.

I was particularly pleased to note that in the 2016 Times Higher Education Ranking for graduate employability Deakin was ranked third in Australia. Preparedness for work is critically important, and as the world faces the challenges of a disruptive economy, Australia will need knowledgeable, flexible workers with contemporary work-ready skills.

The Innovation Precinct at Deakin's Geelong Waurin Ponds Campus continues to provide an important nexus between education and industry with particular benefits for the Geelong region. Strong university/industry collaboration is a growing strength for Deakin in both teaching and research and aligns well with the Government's innovation agenda. Council made several appointments in 2016 that reflect the importance of industry collaboration for Deakin: Professor Guy Littlefair as Pro Vice-Chancellor Industry Development; Professor John Grundy as Pro Vice-Chancellor ICT Innovation and Translation; and Alfred Deakin Professor Saeid Nahavandi as Pro Vice-Chancellor Defence Technologies.

Deakin has a long-held tradition of innovation in teaching and has continued to capitalise on the opportunities of the digital era. Deakin invested strongly in physical and IT infrastructure, creating innovative and student-focussed environments both in the Cloud and on its physical campuses.

Throughout 2016 Deakin has combined excellent research and outstanding teaching with a strong focus on the communities it serves. It is a great privilege to serve as its Chancellor.

I thank my Council colleagues, our Vice-Chancellor and her Executive, staff, students, alumni, partners and donors who have all contributed to Deakin's success in 2016. I look forward to meeting the challenges and contributing to the continued success of Deakin in 2017.

A handwritten signature in black ink, which appears to read 'John Stanhope'. The signature is fluid and cursive, with a large loop at the end.

**Mr John Stanhope AM**  
Chancellor

# From the Vice-Chancellor



It is a pleasure to present Deakin's 2016 Annual Report. It's been quite a year for Deakin, commencing with the investiture of Deakin's sixth Chancellor Mr John Stanhope AM at a memorable ceremony officiated by Her Excellency the Honourable Linda Dessau AC, Governor of Victoria.

These are interesting times. Australian higher education is in the midst of an era of considerable upheaval, facing challenges to established ways of working that present a remarkable mix of threats and opportunities. The higher education market is increasingly complex, crowded and now unequivocally global, and that this period of disruptive change coincided with almost four years of policy uncertainty has made planning for the future particularly difficult.

What is clear is that universities are unlikely to thrive simply by maintaining business as usual. At Deakin we believe that to succeed we must be prepared to be efficient, agile and innovative, continuously renewing ourselves while maintaining the excellence to which we have long been committed. To be excellent in higher education in the middle of the twenty-first century will mean providing contemporary and relevant education for our students and world-class research that does make a difference to the communities we serve.

The year certainly presented its share of good news stories for Deakin. We continued on our strong research trajectory, moving up 182 places to rank an estimated 214 in the Shanghai Jiao Tong Academic Ranking of World Universities (ARWU). A particularly noteworthy achievement when you consider Deakin entered the top 500 in this prestigious ranking for the first time in 2014.

In the discipline rankings for the ARWU, Deakin's School of Exercise and Nutrition Sciences has been ranked number one in the world (certainly a first for us) in the global ranking of Sport Science Schools and Departments. The disciplines of medicine and computer science both ranked in the 100-150 bracket in the ARWU (particularly noteworthy given Deakin's School of Medicine was established only eight years ago) and in the QS University subject rankings Nursing ranked 22 and Education 31 in the world.

Deakin continues to make a significant contribution to the intellectual, social and economic life of each of its communities, strengthening its connections with government, industry and its alumni. Our Innovation Precinct at the Geelong Waurn Ponds Campus is host to a growing number of companies and the development of the industrial incubator ManuFutures will further enhance our capacity to grow economic activity and jobs in the Geelong region. Student numbers at the Waterfront Campus have more than doubled over the last five years, energising the Geelong CBD.

It has been a particularly difficult year for staff and students at our Warrnambool Campus, but Deakin has made a long-term commitment to the South-West region, working closely with the Commonwealth and State governments and the local community to ensure the Warrnambool Campus will be sustainable into the future.

In a competitive student market, our international student numbers have grown to almost 10,000 with a growing diversity in source countries. Deakin was awarded the Governor of Victoria's Export Award for Education and Training for the third consecutive year and also recognised at the Victorian Government International Education awards for both its university and English language courses. For the first time however, domestic numbers have begun to plateau, particularly across the first two trimesters of the year.

Deakin continues to capitalise on the opportunities of digital change in teaching, introducing new digital tools to make learning more accessible, engaging and relevant. Deakin's world-first partnership with the award winning Inspark science network incorporates adaptive technology that engages students and facilitates personalised learning. Deakin's partnership with FutureLearn, one of the world's first and largest open learning platforms, will trigger a shift in the quality, profile and scale of Deakin's Cloud Campus courses, with six postgraduate courses transitioning to the FutureLearn platform.

The employability of our students continues to be a primary focus for Deakin and a number of programs were introduced in 2016 to strengthen our engagement with industry and improve employment outcomes for students. The University was judged number one in Australia for its ICT connectivity for students, once again underlining our progress on the personalisation of the Deakin student experience.

Deakin's competitive edge has always been the quality of its staff and student experiences and it will remain my focus in 2017. I thank our Chancellor John Stanhope AM and Council for their guidance, and I thank our staff who have achieved much, collectively and individually. Deakin has ended 2016 in excellent shape and with growing confidence in our distinctive place in the sector and in the contribution we make to the communities we serve. Our successes have been supported by a robust financial position with an operating result of \$47.5 million.

The University is well governed, we are financially secure, we have our strategic plan *LIVE the future* and so we remain well prepared for the challenges and opportunities of the future.



**Professor Jane den Hollander AO**  
President and Vice-Chancellor



# About Deakin

Deakin University is named after Alfred Deakin, who served for three terms as Prime Minister of Australia. Deakin was established in 1974, the first university in regional Victoria and one of the first in Australia to specialise in distance education. Deakin's family tree is an impressive one, involving a series of successful mergers with strong partners, each of which has contributed significantly to Deakin's culture and values and to its approach to education, ideas and community.

## The following characteristics have defined the Deakin character throughout its history:

- a focus on regional Victoria and creating a university for the Geelong region
- a commitment to research that will make a difference to the communities Deakin serves
- a deep commitment to equity – to students from diverse backgrounds and mature age students
- an enduring commitment to ensuring our Indigenous students receive an education that is culturally sensitive and respectful of their customs and traditions
- a long-standing commitment to being flexible, accessible and friendly.

**Deakin today has five campuses: one in Melbourne's eastern suburbs, two in the port city of Geelong, in Warrnambool on the South West coast of Victoria and in the Cloud.** Deakin also has a corporate centre in the Melbourne CBD, a network of technology-rich learning centres across outer metropolitan Melbourne and international offices in India, China, Indonesia and Sri Lanka.

Deakin's four faculties offer a comprehensive range of courses across the arts, science, sport, nutrition, architecture, business, law, medicine, optometry, engineering, nursing, allied health, psychology and teaching. With over 54,000 students, Deakin is Australia's seventh largest university. All students, regardless of their campus or mode of study, benefit from Deakin's

award-winning digital environment. Deakin is proud of its inclusive and personalised student-focused culture and its reputation for using innovative digital solutions to provide an engaging, premium learning experience.

Deakin is on a strong research trajectory, ranking for the first time in its history in the top two per cent of the world's universities in each of the major rankings. Deakin is renowned for its strong partnerships with industry, governments and its communities. The University supports an ethos of research excellence and has recognised strengths in materials science and engineering, exercise science, environmental science and zoology, population health and medical sciences, historical studies, education and economics. Deakin has integrated its research growth plan into the University's overall strategy of teaching service, developing its base in advanced manufacturing, which alongside its medical expertise is vital for its Geelong base, and IT and public health, which are strong in the surrounds of its Melbourne Burwood Campus.

## Learn more about Deakin

- **Strategic plan *LIVE the future: Agenda 2020*** [deakin.edu.au/about-deakin/strategic-direction](http://deakin.edu.au/about-deakin/strategic-direction)
- **Course information** [deakin.edu.au/courses](http://deakin.edu.au/courses)
- **Our campuses** [deakin.edu.au/locations](http://deakin.edu.au/locations)
- **Commitment to sustainability** [deakin.edu.au/about-deakin/values/sustainability](http://deakin.edu.au/about-deakin/values/sustainability)
- **Commitment to innovation** [deakin.edu.au/about-deakin/strategic-direction/innovation](http://deakin.edu.au/about-deakin/strategic-direction/innovation)



# The Deakin vision

## *LIVE the future* Agenda 2020

Deakin's vision and mission is articulated in its strategic plan *LIVE the future: Agenda 2020*. The plan was developed and implemented in 2012 and refreshed for a second triennium for 2015-2017.

Through *LIVE the future*, Deakin aspires to be Australia's premier university in driving the digital frontier, enabling globally connected education for the jobs of the future, and research that makes a difference to the communities Deakin serves.

Informed by its Australian and Victorian context and engaged locally in the communities it serves, Deakin continues to advance:

**LEARNING** – offering students a brilliant education where they are and where they want to go

**IDEAS** – making a difference through world-class innovation and research

**VALUE** – strengthening our communities, enabling our partners and enhancing our enterprise

**EXPERIENCE** – delighting our students, our alumni, our staff and our friends.

These four interconnecting elements form the acronym LIVE, and together they articulate the Deakin promise to its students, staff, alumni, partners and friends.

Progress is measured through the LIVE Implementation Plan and is reported to Council biannually. Deakin's four *Guiding Plans* communicate the strategies to enable the vision:

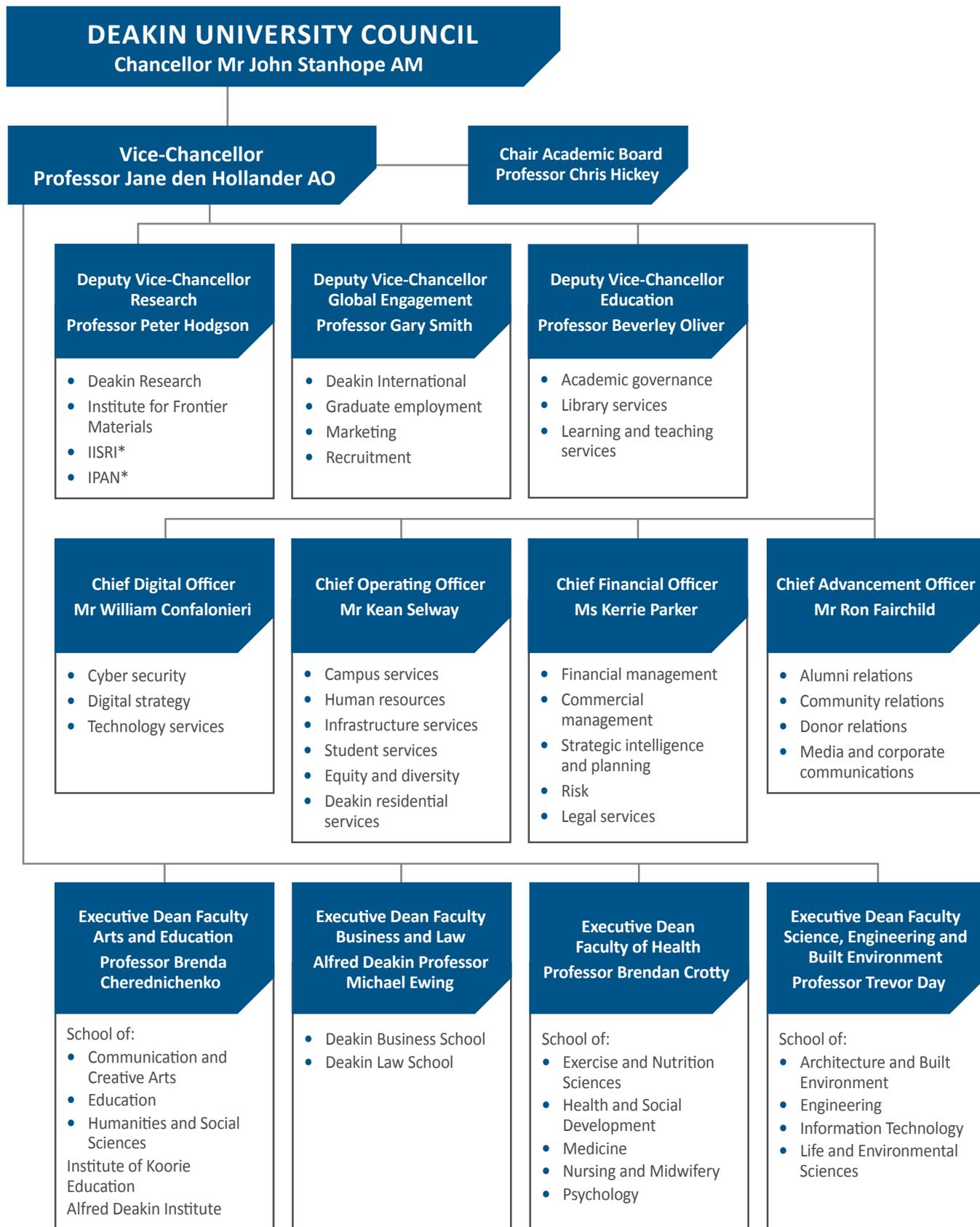
- Student Learning and Experience Plan
- Research Plan
- Globalisation Plan
- Community Engagement Plan

Deakin's *Resources Plans* guide how it harnesses and manages key resources to support progress in achieving its vision.

- Capital Infrastructure Plan
- Digital Portfolio Plan
- Workforce Management Plan

The Financial Plan, which is developed and approved annually in accordance with Council requirements, enables all Deakin activities.

# Organisational Chart



IISRI\* Institute for Intelligent Systems Research and Innovation  
IPAN\* Institute for Physical Activity and Nutrition

# Our leadership

The University's Chief Executive Officer is the Vice-Chancellor and President, Professor Jane den Hollander AO.

The Executive is the University's primary management decision-making body, and also provides advice to the Vice-Chancellor.

The University's Executive comprises:

## **Vice-Chancellor and President**

### **Professor Jane den Hollander AO**

*BSc (Hons), MSc Wits, PhD University of Wales*

## **Deputy Vice-Chancellor (Research) and Vice-President**

### **Professor Peter Hodgson**

*B.E. Hons (Monash), PhD University of Qld, DHC (Univ. Valenciennes)*

## **Deputy Vice-Chancellor (Education) and Vice-President**

### **Professor Beverley Oliver**

*BA (Hons) UWA, Grad Dip Ed Murdoch, M Phil UWA, PhD UWA*

## **Deputy Vice-Chancellor (Global Engagement) and Vice-President**

### **Professor Gary Smith**

*BA (Hons), PhD Monash*

## **Executive Dean Arts and Education and Vice-President**

### **Professor Brenda Cherednichenko**

*TPTC Toorak Teachers College, Dip Arts Prahan CAE, BEd Victoria College, MSc (Ed) U Rochester NY, Grad Cert Indigenous Sector Mgt ECU, PhD Melb, GAICD*

## **Executive Dean Business and Law and Vice-President**

### **Alfred Deakin Professor Michael Ewing**

*BCom Natal, BCom (Hons) Pretoria, MCom Pretoria, DCom Pretoria, FAMS, FANZMAC*

## **Executive Dean Health and Vice-President**

### **Professor Brendan Crotty**

*MBBS MD Melbourne, FRACP*

## **Executive Dean Science, Engineering and Built Environment and Vice-President**

### **Professor Trevor Day**

*DipEd Flinders, BSc (Hons) Flinders, PhD (Med) Flinders*

## **Chief Operating Officer and Vice-President**

### **Mr Kean Selway**

*BBus (Mktg) Chisholm, GDip Mgt Victoria UT, Exec Cert Global Strategy and Innovation MIT, FAICD*

## **Chief Financial Officer and Vice-President**

### **Ms Kerrie Parker**

*BBus (Accounting) Monash, GCert IT Swinburne, FCPA, GAICD*

## **Chief Digital Officer and Vice-President**

### **Mr William Confalonieri**

*DipSysEng UNICEN, MCompSci Lujan, MBA Eco ESEADE, DDP Austral, PGDip Neg Belgrano, Cert Enterp Arch Carnegie Mellon, GAICD*

## **Chief Advancement Officer and Vice-President**

### **Mr Ron Fairchild**

*BHK (Hons) University of Windsor, CFRE*



Investiture of Deakin University's Chancellor Mr John Stanhope AM.

## A new Chancellor

Deakin University invested its sixth Chancellor, Mr John Stanhope AM at the Geelong Waterfront Campus in February 2016. Mr Stanhope has extensive experience in governance, finance, accounting and business strategy and succeeds Mr David Morgan, who served in the position for ten years.

Hundreds of guests gathered at Costa Hall to witness the investiture which was officiated by Her Excellency the Honourable Linda Dessau AC, Governor of Victoria.

Deputy Chancellors Peter Meehan and Helene Bender OAM assisted in presiding at the ceremony.

Mr Stanhope was awarded a Deakin Alumni Lifetime Achievement Award in 2014. He has been a member of Council since 2012 and a significant contributor to the University's strategic direction. Mr Stanhope brings to the role of Chancellor his wealth of governance expertise and his strong commitment to ensuring that students receive a brilliant education for the skills and jobs of the future.

In 2016 Mr Stanhope was made a member of the Order of Australia in recognition of his contribution to the financial and national communication sectors.

# Faculties, Schools and Institutes

As at 31 December 2016, Deakin University offered over 400 courses across four faculties.

## FACULTY OF BUSINESS AND LAW

Executive Dean Alfred Deakin Professor Michael Ewing

School	Head of School
Deakin Business School	Alfred Deakin Professor Michael Ewing
Deakin Law School	Professor Sandeep Gopalan

## FACULTY OF ARTS AND EDUCATION

Executive Dean Professor Brenda Cherednichenko

School	Head of School
Communication and Creative Arts	Professor Matthew Allen
Education	Professor Christine Ure
Humanities and Social Sciences	Professor Matthew Clarke
Institute of Koorie Education	Professor Liz Cameron

## FACULTY OF HEALTH

Executive Dean Professor Brendan Crotty

School	Head of School
Exercise and Nutrition Sciences	Alfred Deakin Professor David Crawford
Health and Social Development	Professor Catherine Bennett
Medicine	Professor Jon Watson
Nursing and Midwifery	Alfred Deakin Professor Maxine Duke
Psychology	Professor Greg Tooley

## FACULTY OF SCIENCE, ENGINEERING AND BUILT ENVIRONMENT

Executive Dean Professor Trevor Day

School	Head of School
Architecture and Built Environment	Professor Anthony Mills
Engineering	Professor Ian Gibson (Acting)
Information Technology	Professor John Yearwood
Life and Environmental Sciences	Alfred Deakin Professor Guang Shi

# Research Institutes

Institute	Director
<b>Institute for Frontier Materials</b>	Alfred Deakin Professor Xungai Wang
<b>Alfred Deakin Institute for Citizenship and Globalisation</b>	Alfred Deakin Professor Fethi Mansouri
<b>Institute for Physical Activity and Nutrition</b>	Alfred Deakin Professor David Crawford and Alfred Deakin Professor Jo Salmon
<b>Institute for Intelligent Systems Research and Innovation</b>	Alfred Deakin Professor Saeid Nahavandi
Strategic Research Centres	Director
<b>Centre for Population Health Research</b>	Professor Tony Lamontagne
<b>Centre for Social and Early Emotional Development</b>	Professor Craig Olsson
<b>Centre for Cyber Security Research</b>	Professor Yang Xiang
<b>Deakin Motion Lab: Centre for Creative Arts Research</b>	Professor Kim Vincs
<b>Centre for Molecular and Medical Research</b>	Professor Alister Ward
<b>Centre for Innovation in Mental, Physical and Clinical Treatment</b>	Alfred Deakin Professor Michael Berk
<b>Centre for Quality and Patient Safety Research</b>	Alfred Deakin Professor Maxine Duke
<b>Centre for Chemistry and Biotechnology</b>	Alfred Deakin Professor Colin Barrow
<b>Centre for Integrative Ecology</b>	Alfred Deakin Professor Marcel Klaassen
<b>Centre for Regional and Rural Futures</b>	Dr David Halliwell
<b>Centre for Pattern Recognition and Data Analytics</b>	Alfred Deakin Professor Svetha Venkatesh
<b>Centre for Sport Research</b>	Professor David Shilbury
<b>Research for Educational Impact</b>	Professor Julianne Moss

# Our People

Institutional excellence comes from the exceptional talent and commitment of individuals working together towards a shared vision. Deakin is home to some of the world's best thinkers – confronting some of the major social, economic and environmental challenges of our time.

Deakin's staff continue to be its greatest asset, with excellence in education, research and innovation made possible because of inspiring academic and professional staff.

## Australian Awards for University Teaching

Deakin received four Australian Awards for University Teaching and a National Teaching Fellowship, all administered by the Commonwealth Department of Education and Training.

### Awards for Teaching Excellence

**Dr Jaclyn Broadbent**, School of Psychology

**Dr Tony Joel**, School of Humanities and Social Sciences

### Citations for Outstanding Contributions to Student Learning

**Dr Glenn Wadley** (School of Exercise and Nutrition Sciences) for leadership in implementing a suite of innovative active-learning approaches that have enhanced student learning in undergraduate physiology and in Honours research training.

**The Deakin Inter-professional Education Team** - Sherryn Evans, Catherine Ward and Nicole Shaw (School of Psychology) for developing, implementing and sustaining a globally unique, wholly online, inter-professional education unit for students from seven different health professions.

### National Teaching Fellowship

**Associate Professor Jo Coldwell-Neilson** (School of Information Technology) was awarded an Office of Learning and Teaching Fellowship.

## Recipients of the Vice-Chancellor's Awards for Teaching

The Vice-Chancellor's Award for 2016 Teacher of the Year went to **Dr Jaclyn Broadbent** from the School of Psychology.

The WJC Banks Award for Distinguished Contributions to Teaching and Learning was awarded to **Dr Kelly Miller** from the School of Life and Environmental Sciences.

The Jim and Alison Leslie Award for Outstanding Achievement in Teaching and Learning went to the cARdiac ECG Augmented Reality team: **Dr Karen D'Souza, Mr Colin Warren, Mrs Sarah Burgess, Mr Peter Bright (School of Medicine), Mr Mathew Unwin, Mr Terry Kildea, Mr Rhett Davis (eSolutions) and Ms Linda Thomas (Faculty of Health).**



**Dr Jaclyn Broadbent** Vice-Chancellor's Teacher of the Year.

## Members of Australia's Learned Academies

### Australian Academy of Science

- Alfred Deakin Professor John Endler (School of Life and Environmental Sciences)
- Alfred Deakin Professor Maria Forsyth (Institute for Frontier Materials)

### Australian Academy of Health and Medical Sciences

- Alfred Deakin Professor David Crawford (School of Exercise and Nutrition Sciences)
- Alfred Deakin Professor Michael Berk (School of Medicine)
- Alfred Deakin Professor Kylie Ball (School of Exercise and Nutrition Sciences)

### Australian Academy of Technological Sciences and Engineering

- Alfred Deakin Professor Peter Hodgson (Deputy Vice-Chancellor Research)
- Alfred Deakin Professor Svetha Venkatesh (Centre for Pattern Recognition and Data Analytics)

### Australian Academy of Social Sciences

- Emeritus Professor Bill Logan (Office of the Executive Dean, Faculty of Arts and Education)
- Emeritus Professor David Walker (School of Humanities and Social Sciences)
- Professor David Lowe (School of Humanities and Social Sciences)
- Alfred Deakin Professor Jillian Blackmore (School of Education)

### Australian Academy of the Humanities

- Emeritus Professor Clare Bradford (School of Communication and Creative Arts )

## 2016 Thomson Reuters Highly Cited Researchers

Thomson Reuters Highly Cited Researchers from the Intellectual Property (IP) and Science Business of Thomson Reuters is an annual list recognising leading researchers in the sciences and social sciences from around the world.

- Alfred Deakin Professor Anna Timperio (School of Exercise and Nutrition Sciences)
- Alfred Deakin Professor David Crawford (School of Exercise and Nutrition Sciences)
- Alfred Deakin Professor Jo Salmon (School of Exercise and Nutrition Sciences)
- Alfred Deakin Professor Kylie Ball (School of Exercise and Nutrition Sciences)
- Alfred Deakin Professor Michael Berk (School of Medicine)



Deakin financial economist Dr Susan Sharma and cultural anthropologist Professor Emma Kowal each received a 'highly cited early to mid-career Australian female researcher' award at the inaugural "Women in Research" Citation Awards, hosted by Thomson Reuters IP and Science, and the Australian National University. Although high impact researchers have been recognised in award ceremonies since 2001, these are the first awards to focus on Australian women researchers across all fields of research in science, social sciences and the humanities, and are part of an initiative that aims to improve recognition and opportunities for Australian women researchers.

## Alfred Deakin Professors

The title of Alfred Deakin Professor is the highest honour Deakin can bestow on its academics, with ten professors honoured in 2016.

- Professor Maxine Duke (School of Nursing and Midwifery)
- Professor Ferdi Gul (Deakin Business School)
- Professor Baogang He (School of Humanities and Social Sciences)
- Professor Marcel Klaassen (School of Life and Environmental Sciences)
- Professor Ingrid Nielsen (Deakin Business School)
- Professor Yin Paradies (School of Humanities and Social Sciences)
- Professor Guang Shi (School of Life and Environmental Sciences)
- Professor Anna Timperio (School of Exercise and Nutrition Sciences)
- Professor Russell Tytler (School of Education)
- Professor David Watters (School of Medicine)



Dr Susan Sharma and Professor Emma Kowal each received a 'highly cited early to mid-career Australian female researcher award'.

# Deakin at a Glance



## STUDENTS

Course enrolments	54,377
Student Load (Equivalent full-time)	37,605
Course completions (2016)	9,892



## STAFF

<b>Full-time equivalent</b>	
Full-time / part time	3,622
Casual	826
Total	4,488
<b>By staff type</b>	
Academic	2,057
General	2,431



## COURSE DATA

Active award courses	440
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## LIBRARY

<b>Books</b>	
- Print	1.15 million
- Electronic	496,197
<b>Journals</b>	
- Print	5,122
- Electronic	151,519

## Other

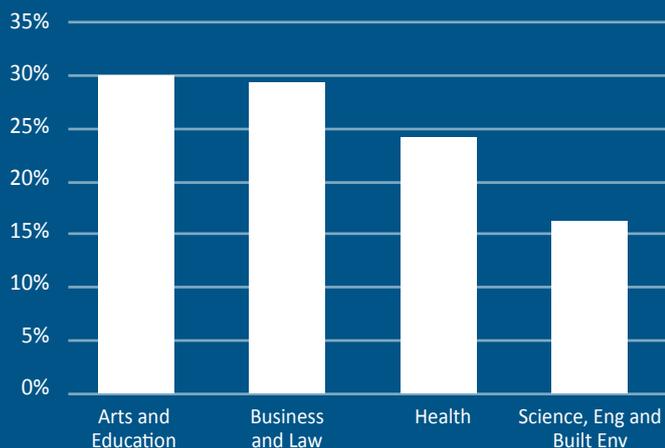
- Online databases	391
- DVDs and Videos	23,275
- Streamed videos	104,800
- Streamed audio	73,693
- Online images	11 million +
- Special collection items	92,696



## CAMPUSES AND LAND AREA (Hectares)

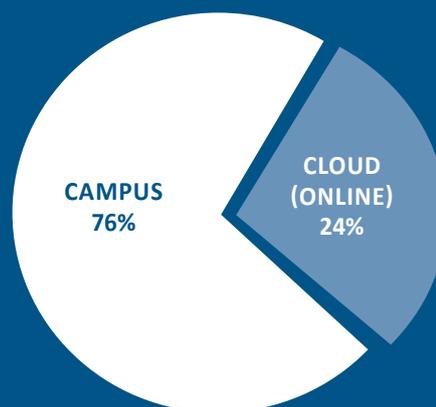
Melbourne Burwood	27
Geelong Waurin Ponds	325
Geelong Waterfront	4
Warrnambool	94
Total	450

## STUDENT ENROLMENTS BY RESPONSIBLE FACULTY 2016

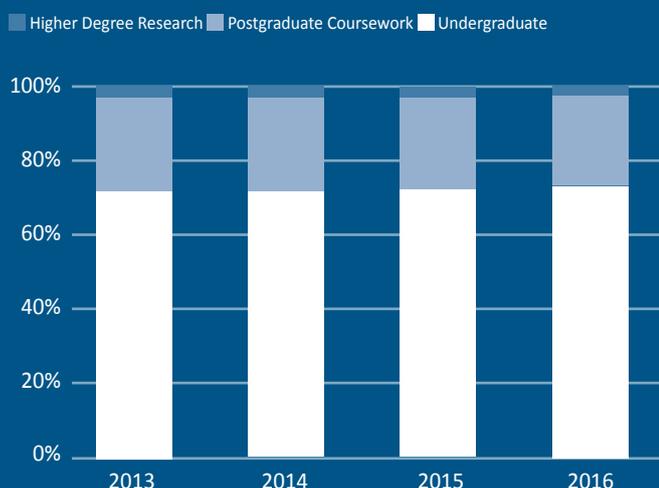


Note: Excludes data on cross institutional and non-award courses

## STUDENT ENROLMENTS BY ATTENDANCE MODE 2016

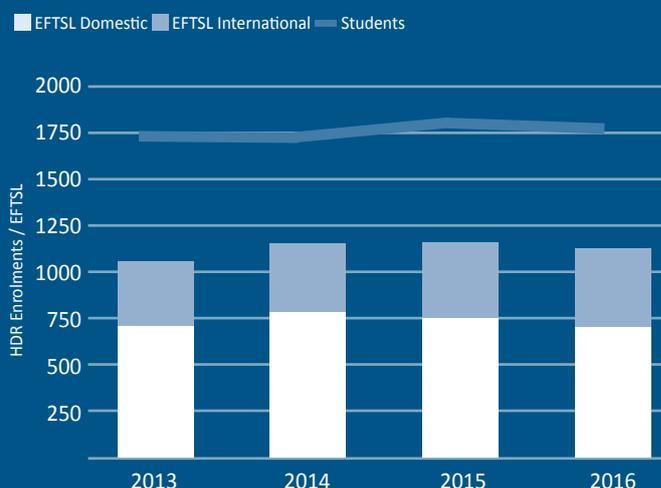


## STUDENT ENROLMENTS BY COURSE TYPE



Note: Excludes data on cross institutional and non-award courses

## HIGHER DEGREE RESEARCH ENROLMENTS



Note: 2013-2015 student course enrolment and EFTSL data based on finalised end-of-year snapshots. 2016 data interim as at 08/01/2017.

2016 Completions - preliminary data only based on completions in Tri-1 and Tri-2. Excludes Tri-3 data which is not yet available.

## COURSE ENROLMENTS

### By Commencement Status

	2013	2014	2015	2016
Commencing	19,414	20,530	20,767	20,512
Returning	27,906	30,114	32,537	33,865
<b>Total</b>	<b>47,320</b>	<b>50,644</b>	<b>53,304</b>	<b>54,377</b>

### By Citizenship

Domestic	39,539	42,592	44,597	44,529
International	7,781	8,052	8,707	9,848

### By Responsible Faculty

Arts & Education	14,042	14,910	15,639	16,025
Business & Law	14,264	14,786	15,275	15,360
Health	11,200	12,406	13,035	13,123
Science, Eng & Built Env	6,930	7,760	8,582	9,073
Cross Institutional	488	448	510	469
Non-award	396	334	263	327

### By Course Type

Undergraduate	33,100	35,821	38,502	39,293
Postgraduate coursework	11,859	12,565	12,517	12,725
Higher Degree Research	1,747	1,740	1,782	1,776
Non-award	614	518	503	583

### By Campus

Burwood (Melbourne)	24,201	26,060	27,728	28,286
Waurm Ponds (Geelong)	6,085	6,728	7,173	7,313
Waterfront (Geelong)	4,013	4,300	4,555	4,703
Warrnambool	1,263	1,135	1,004	852
Cloud (Online)	11,657	12,335	12,718	13,054
Offshore partnership enrol	101	86	126	169

## GRADUATE OUTCOMES

Domestic bachelor graduates in full-time employment (of those available)	67%	65%	67%	70%
Domestic bachelor graduates in full-time further study	21%	20%	19%	19%

## COURSE SATISFACTION

### Bachelor Degree Graduates

Generic skills	80%	82%	82%	84%*
Good teaching	68%	72%	72%	65%*
Overall satisfaction	87%	87%	88%	84%*

## COURSE COMPLETIONS

Undergraduate	6,226	6,996	6,560	6,189
Postgraduate coursework	3,513	4,274	3,619	3,419
Higher Degree Research	188	280	252	284
<b>Total</b>	<b>9,927</b>	<b>11,550</b>	<b>10,431</b>	<b>9,892</b>

## STUDENT LOAD (Equiv Full Time, EFTSL)

### By Commencement Status

Commencing	13,611	14,198	14,390	13,893
Returning	19,187	21,010	22,602	23,712
<b>Total EFTSL</b>	<b>32,798</b>	<b>35,208</b>	<b>36,992</b>	<b>37,605</b>

### By Citizenship

Domestic	27,162	29,247	30,472	30,211
International	5,636	5,961	6,520	7,394

### By Responsible Faculty

Arts & Education	9,641	10,264	10,818	11,037
Business & Law	9,391	9,774	10,151	10,264
Health	8,378	9,138	9,516	9,496
Science, Eng & Built Env	5,176	5,839	6,317	6,598
Cross Institutional	132	124	132	139
Non-award	80	69	57	71

### By Course Type

Undergraduate	26,016	27,843	29,359	29,611
Postgraduate coursework	5,519	6,065	6,330	6,689
Higher Degree Research	1,090	1,147	1,149	1,120
Non-award	173	153	154	185

**FOR EVERY 100 DOMESTIC STUDENTS, THERE ARE...**



- 2** who are Aboriginal or Torres Strait Islanders
- 3** from a non-English speaking background
- 7** who have some level of disability
- 13** from low socio-economic areas
- 17** who were born overseas
- 22** from a regional or remote home location
- 61** females
- 78** who live in a major city

## GROWTH IN INTERNATIONAL STUDENT NUMBERS

- 10,000** students in 2016
- 27%** growth since 2012
- 120** distinct home countries
- Top-5** countries are China, India, Sri Lanka, Vietnam, Malaysia - which represent home location for 70% of all international students



Note: 2013-2015 student course enrolment and EFTSL data based on finalised end-of-year snapshots. 2016 data interim as at 08/01/2017. 2016 Completions - preliminary data only based on completions in Tri-1 and Tri-2. Excludes Tri-3 data which is not yet available.

\*Graduate outcomes and course satisfaction data based on (1) Australian Graduate Survey from 2013-2015, (2) Graduate Outcomes Survey from 2016. Please note differences in the methodology used to calculate measures between the two survey instruments. The two are not directly comparable and caution is advised when considering trends over time.

# Report of Operations





# LEARNING at Deakin

**Offering a brilliant education where students are and where they want to go**

Learning at Deakin encompasses the experience of **all** students, whether they are undergraduate or postgraduate, school-leavers or mature age, studying in the Cloud Campus, a learning centre or at one of Deakin's campuses in Burwood, Geelong or Warrnambool.

The Deakin learning experience extends from prospective student to alumnus.

Our *Student Learning and Experience Plan* articulates our goals:

1. *Choosing Deakin* – ensuring there is a clear and compelling narrative about choosing to commence and complete study and engage in the long term with Deakin
2. *Getting started* – helping all Deakin students find their feet and progress through their course with confidence
3. *Learning and achieving* – offering a brilliant education with authentic assessment tasks followed by constructive and timely feedback
4. *Feeling safe, supported and engaged* – delighting our students with engaging and inclusive experiences and a supportive environment tailored to their success

5. *Being connected and employment ready* – connecting our students to the working world, and keeping graduates connected with us, with work and with each other.

## **Provide premium cloud and located learning**

### **Capitalising on the opportunities of digital change**

In preparing students for the jobs and skills of the future, Deakin has capitalised on the opportunities of digital change to deliver premium courses wherever students are geographically (at home, on campus, in the workplace or in the community), in their preparedness for learning or career trajectory. Few students are solely on campus or solely in the cloud, and over the last three years Deakin has enhanced all courses for delivery in a digitally leveraged environment.

Deakin's learning centres act as an extension to its campuses, including the Cloud Campus. Students can complete the first year of selected courses at most learning centres then transfer to an onsite campus or the Cloud Campus. Deakin has learning centres in Craigieburn (at the Hume Global Learning Centre), Dandenong, Werribee (in partnership with The Gordon) and Lilydale (in partnership with Box Hill Institute). TAFE locations offering Deakin courses are in Portland, Rosebud and Swan Hill.



### IBM Watson Analytics Global

A team of students from Deakin's Business School were crowned world champions at the IBM Watson IBM Analytics Global competition held in Las Vegas. Deakin's Business Analytics team took home the World Champion title for their Air Quality: Towards a Better Future project. L to R: Randy Messina (IBM), Robyn Abel, Nakul Najaj, William Yeoh (Senior Lecturer, Deakin University), Bernard Long (IBM)

Deakin is adopting new digital tools to make learning accessible and engaging for students. Deakin is the first Australian university to partner with the Inspark Science Network (powered by the Sydney and San Francisco-based start-up SmartSparrow). SmartSparrow tailors each student's lesson to their needs and abilities using adaptive learning technology. Inspark programs engage students with interactive, game-like courses that require logic and reasoning to solve problems. Built-in course analytics allow teachers to quickly identify gaps in students' understanding. Deakin has extended its relationship with SmartSparrow through the use of content such as BioBeyond, which uses the search for extra-terrestrial life to engage students with the requirements of life.

The University is committed to working towards Web Content Accessibility Guidelines 2.0 Level AA compliance and its Digital Accessibility project ensures that Deakin's digital tools, resources, and content are accessible to as many people as possible, including students with disabilities and those studying in remote locations. Deakin incorporates digital accessibility requirements into its processes for all new IT projects and purchases.

In 2016 Deakin joined FutureLearn, an open social learning platform founded in 2012 and owned by the UK's Open

University. Deakin joins over 100 leading universities and cultural institutes on one of the world's global learning platforms. FutureLearn is an elegant next generation learning environment; a 'cloud first' platform which optimises social learning and engagement and aligns well with Deakin's curriculum goals.

Deakin's first open and free courses – in Disaster Management, Caring for Older People and Cyber Security – attracted in excess of 24,000 enrolments. In December, Deakin and FutureLearn announced a world first deeper partnership through which Deakin will move beyond offering free and open courses, to offering full degrees on the platform. During 2017 six Deakin postgraduate degrees will transition to the FutureLearn platform: while there will be components of the degrees that are open and free to the public, the fee-paying component will match Australian domestic fees and lead to a full degree recognised through the Australian Qualifications Framework.

Students will be drawn from many countries across the world, and global engagement among students will be a key objective. These postgraduate degrees are in the following disciplines: Cyber Security, Information Technology, Financial Planning, Humanitarian Action, Property and Diabetes Education and will be available from early 2017.



Deakin is a founding member of EduGrowth, Australia’s national acceleration network for high-growth, scalable, borderless education. EduGrowth provides Deakin with access to education entrepreneurs and startups.

Deakin uses the validated eVALUate survey to collect students’ feedback on their learning experiences within units and to help improve the quality of teaching and courses. For every completed eVALUate survey Deakin donates \$1 to Deakin’s Scholarship Fund to support disadvantaged students. In 2016, over \$80,000 was donated back to students.

### Deakin Graduate Learning Outcomes and Hallmarks

All Deakin units and courses have Graduate Learning Outcomes aligned with assessment and relevant to employability. Deakin’s Graduate Learning Outcomes are:

- Discipline specific knowledge and capabilities
- Communication (oral, written and interpersonal)
- Digital Literacy
- Critical Thinking
- Problem Solving
- Self-management
- Teamwork
- Global Citizenship



Deakin Hallmarks are Deakin University awards that recognise students’ outstanding achievement at course level.

Deakin Hallmarks are prestigious course-level awards that recognise students’ outstanding achievement of the Graduate Learning Outcomes that warrant students’ employability. Recipients of Deakin Hallmarks receive a digital credential that can be shared publicly through social media and professional platforms like LinkedIn. The digital credential links to data that verifies the criteria and standards of assessment, and the identity of the assessment panel and industry partners who have endorsed the award. Students in the Master of Business Administration, Bachelor of Commerce (Accounting), Bachelor of Psychological Science, Master of Arts and Cultural Management and Bachelor of Environmental Science (Environmental Management and Sustainability) were awarded Hallmarks in 2016.

### Quality teaching

The Australian Graduate Survey reports graduates’ perceptions of the quality of their recently completed course. For the seventh consecutive year, Deakin graduates’ overall satisfaction with the quality of their course was the highest among Victorian universities.

**Table 1: Graduates views on teaching and learning quality (Course Experience Scales 2013- 2016)**

% Agreement	Overall Satisfaction				Good Teaching				Generic Skills			
	2013	2014	2015	2016*	2013	2014	2015	2016*	2013	2014	2015	2016*
<b>Deakin</b>	87	87	88	84	68	72	72	65	80	82	82	84
<b>Deakin's Rank</b>												
<b>Victoria (8 unis)</b>	1	1	1	1	4	1	1	1	3	1	1	1
<b>National (39 unis)</b>	6	5	5	5	18	6	7	11	17	8	8	12

*\*Graduate outcomes and course satisfaction data based on (1) Australian Graduate Survey from 2013-2015, (2) Graduate Outcomes Survey from 2016. Please note differences in the methodology used to calculate measures between the two survey instruments. The two are not directly comparable and caution is advised when considering trends over time.*

Table 1 shows the Bachelor graduates Course Experience (CEQ) scales 2013-2015 with Deakin's rank in Victoria and nationally. In the 2015 Student Experience Survey, 93 per cent of Deakin students were satisfied with the quality of their learning resources: 83 per cent rated their experience as 'good' or 'excellent', 83 per cent were satisfied with teaching quality and skills development and 77 per cent satisfied with student support. The Student Experience Survey is the only comprehensive survey of current higher education students in Australia. Approximately 145,000 undergraduate students from Australian higher education providers participated in the survey.

Deakin's School of Exercise and Nutrition Sciences ranks first in the world in the 2016 Shanghai Jiao Tong Global Ranking of Sport Science Schools and Departments. This is the first time Deakin has topped a discipline ranking on the global stage.

In 2016, two of the Deakin Business School's largest courses, the Master of Business Administration and Bachelor of Commerce, gained European Foundation for Management Development (EFMD) Programme Accreditation System (EPAS) accreditation for a further three and five years respectively. The Deakin University Business School gained five years' accreditation from the Association to Advance Collegiate Schools of Business (AACSB) International. AACSB is the longest serving global accrediting body for business schools in the world and fewer than 5 per cent of the world's business programs have AACSB accreditation.

## Deliver global and connected education

Deakin hosts almost 10,000 international students from 121 countries across the globe, with its primary source countries being China (32 per cent) and India (25 per cent). In 2016 Deakin's markets grew both in the number of students and the diversity of disciplines and level of study. The University welcomed 3,366 new international students, an increase of five per cent on 2015. Other source countries which provided growth for the University include Indonesia, the Philippines, Vietnam, and Malaysia. Trimester 3 continues to grow in importance as an entry point for international students.

Table 2 (next page) shows the percentage of international students from the leading source countries.



**Deakin students on a trimester exchange at Utrecht University, in the Netherlands.**

**Table 2: Leading Source Countries For International Students 2012-2016**

Home country	2012	2013	2014	2015	2016
China	47.4%	43.2%	39.9%	35.5%	32.1%
India	6.8%	11.4%	16.4%	20.9%	25.1%
Sri Lanka	3.2%	3.7%	4.1%	5.6%	5.9%
Vietnam	4.5%	4.2%	3.6%	3.6%	3.8%
Malaysia	4.9%	4.0%	3.6%	3.2%	3.3%
Philippines	0.9%	1.9%	2.4%	2.7%	3.0%
Indonesia	4.2%	3.9%	3.6%	2.8%	2.6%
Singapore	1.8%	1.2%	1.5%	2.2%	2.5%

Deakin has offices in India, China, and Indonesia, and in 2016 opened the first Australian university office in Colombo Sri Lanka. This new office affirms Deakin’s position as the university of choice for Sri Lankan students studying abroad.

With 2,849 enrolments, Deakin University English Language Institute (DUELI) is the second largest university English language centre in Australia. Almost 700 students articulated to a Deakin award course from DUELI in 2016. DUELI received an overall student satisfaction rating of 93 per cent for Learning Experience in the 2016 English Language Barometer survey. DUELI is the first university English language centre in Australia to establish an internship and volunteer program for students who have commenced an award course at Deakin after completing a DUELI program (over 75 interns have completed the program since it commenced two years ago).

At the 2016 Victorian Government International Education Awards Deakin received three awards: for Excellence in International Education (University), for Excellence in International Education (English Language) and for Excellence in Innovation in Partnership and International Engagement (Save the Children). Deakin PhD student Balaji Narayanaswamy won the International Student of the Year Regional award.

### Encouraging international engagement

The opportunity to live and work overseas fosters strengths in intercultural empathy and understanding, critical competencies in a global market place. Deakin has a number of programs in place to increase participation in globally connected study. In 2016, 2,307 Deakin students studied abroad on trimester long, short term partner programs, volunteer and internship programs in more than 50 countries. While the USA remains the preferred study destination for Deakin students, the top five destinations now include Malaysia, China, Indonesia and India, reflecting Deakin and Australia’s focus on the world’s most dynamic economies. The University was again highly successful in securing Commonwealth funding under the New Colombo Plan of \$1.4 million in 2016. This funding supported 362 students to have an international experience as part of their Deakin degree.

Deakin was awarded the Governor of Victoria Export Award in Education and Training in 2016 for a third consecutive year.



**Deputy Vice-Chancellor Global Engagement Professor Gary Smith receiving the 2016 Governor of Victoria Export Award. L to R: Victorian Minister for Small Business, Innovation and Trade Philip Dalidakis, Gary Smith and the Governor of Victoria Her Excellency Linda Dessau AC.**

In 2016 the University continued to progress international engagement and strengthen its international profile through the signing of over 40 memoranda of understanding (MOUs) with partners across the world. Highlights include:

- China – Beijing Normal University Zhuhai (BNUZ) to support the development of a new dual degree program involving the Bachelor of Arts.
- Europe – to facilitate academic collaboration, joint research programs and dual degrees: Aarhus University, Denmark; University of Gothenburg, Sweden; Lancaster University School of Management, United Kingdom; Kingston University, United Kingdom; WHU-Otto Beisheim School of Management, Germany.
- India – Indian Oil Corporation to support research and development projects relevant to IOCL and to provide opportunities for researchers to undertake projects of mutual interest as IOCL Fellows.

- Indonesia – University of Brawijaya to support a partnership with the Deakin Law School for research collaboration, joint degrees and staff and student exchange.
- Thailand – Mahidol University to support the School of Nursing and Midwifery partnership facilitating research collaboration in the fields of nursing and public health.
- Uruguay – National Research and Innovation Agency of Uruguay; Universidad Católica del Uruguay; Universidad de la Republica Uruguay to support joint research collaboration, development of joint PhDs and the provision of scholarships to support students to undertake postgraduate studies at Deakin.
- USA – University of Georgia – supporting joint research and the development of a joint PhD program in the School of Medicine.
- United Kingdom – University of Worcester to support student mobility initiatives and joint research in the discipline of health.
- Vanuatu – Vanuatu Institute of Teacher Education and the Ministry of Education and Training of the Government of Vanuatu to facilitate opportunities for Institute employees to undertake postgraduate study in the Master of Education.
- Vietnam – Hanoi University – to support the development of articulation pathways, short term exchange of language students, joint-training programs at master and doctoral levels, short-term training courses and scholarships for Hanoi University students at Deakin.

Deakin has over 500 active partnerships in 52 countries to support academic collaboration via memoranda of understanding; articulation pathways; offshore course delivery; dual degrees; student mobility [student exchange, study abroad, short term study programs, study tours, in-country language programs]. Most are in China (81) and India (66) with 35 per cent of these related to student mobility (102 partnerships were instigated in 2016).



Associate Professor Philip Connors worked with partners, including Save the Children and IKEA to establish the Centre for Humanitarian Leadership, a new and influential centre working in the humanitarian sector. The Centre delivers education innovation and research for the humanitarian sector and is changing the way the world responds to humanitarian crises.

## Welcome, support and retain committed and capable learners

### A commitment to being flexible, accessible and friendly

Throughout its history, Deakin has been shaped by a deep commitment to equity and to widening participation for Indigenous students, students from diverse backgrounds and mature age students. Deakin's student-centred and partnership-driven approach to selection is based on the principle of entry pathways for all. Deakin aims to break down the barriers of disadvantage, with admission criteria aligned to pathway alternatives that recognise each student's likelihood to succeed, for example Deakin College or Guaranteed Entry pathways with TAFE colleges.

Regardless of their intended place, pace or mode of study, all prospective Deakin students have access to clear, concise and compelling information about the right courses for them. A new public website launched in 2016 provides personalised course information and easier access to key information on courses and enrolment. In 2016, Deakin undertook a program of work to streamline the enrolment process with all students accepting their offer and enrolling through *DeakinSync*, the digital portal.

Deakin's flexible study options give students the option of studying when and how they want, particularly for mature age students juggling work and family responsibilities with study. Deakin works across three trimesters, and its Start Anytime initiative allows prospective students to fast track a unit, completing it in four weeks, or take their time and complete it over a year. The opportunity to study in the Cloud, with access to support available through Deakin's Learning Centres also facilitates a more flexible pathway to study.

The Deakin Engagement and Access Program (DEAP) is the University's outreach program into communities experiencing socio-economic and educational disadvantage in Melbourne, Geelong and the Barwon South Western Region. DEAP works with partner schools to deliver on-campus and in-school activities for Grade 3 to Year 12 students. In 2016 the program reached over 12,000 students, parents, teachers and community members. In 2016, DEAP responded to the growing call to support the rights of people from refugee backgrounds seeking affordable higher education. Two humanitarian scholarship recipients commenced undergraduate studies this year and Deakin looks forward to supporting their progress and success.

To further Deakin's work in diversity, DEAP and the Institute of Koorie Education welcomed the Australian Indigenous

Mentoring Experience (AIME). AIME is a national educational program which links Indigenous secondary school students to universities through outreach and personal mentoring.

Deakin has consulted widely in developing the Deakin Aboriginal and Torres Strait Islander Higher Education Agenda which will help shape Deakin's respectful partnerships with Aboriginal and Torres Strait Islander peoples. In 2016 Deakin's Institute of Koorie Education developed Deakin's first course in Aboriginal knowledge, culture and research and is building new local and international partnerships for teaching and research. In addition to its Centre at Waurn Ponds, Deakin's Institute of Koorie Education now has a small presence at the Melbourne Burwood Campus which is planned to expand from 2017.



**Institute of Koorie Education Geelong Waurn Ponds Campus.**

Deakin is committed to ensuring that all students who gain access to Deakin are supported to meet their full potential.

- The Inclusive Curriculum and Capacity Building project embeds essential academic, digital literacy and employability competencies into the undergraduate curriculum.
- The Priority Students program identifies and engages with students at risk of disengaging and potentially failing or dropping out. Students were identified as being at risk of attrition and received targeted support.
- Peer Assisted Study Skills (PASS) and Maths mentor programs are facilitated by third- and fourth-year students who have previously completed the unit very successfully and who are trained in the methodology.
- CloudPASS is designed for students studying in the Cloud (online) and students enrolled at Deakin Learning Centres.
- A comprehensive array of personal support services, social and cultural engagement programs and over 120 student clubs and societies are key to students engaging with their study and receiving support when they need it.
- In 2016, Deakin piloted a program that provided all commencing undergraduate students enrolled in the Cloud Campus with a coach, supporting them to navigate their way through Deakin's services and opportunities and to assist them to build relationships with each other and with Deakin. The coaches are able to advise on strategies for successful assignment and exam preparation and study skills for the discipline.
- In 2016, Deakin introduced the Vice-Chancellor's Professional Excellence Programs, designed for recipients of the Vice-Chancellor's Academic Excellence Scholarships and the Vice-Chancellor's International Scholarships. The scholarships are awarded to 26 students whose exceptional academic achievements and participation in community activities set them apart. The program includes networking opportunities and access to leadership workshops, internship opportunities and study abroad and travel experiences. Recipients are also allocated an academic mentor to optimise their opportunities for success at Deakin and beyond.



Over 100 year 9 and 10 girls from secondary schools in the Geelong area participated in a full day 'Power of Engineering' event at the Centre for Advanced Design in Engineering Training (CADET), showcasing the opportunities of a career in Engineering for young women.



Vice-Chancellor Scholars and the Vice-Chancellor at the inaugural program dinner.

### **Committed to a safe and inclusive learning environment**

Deakin is committed to providing a learning and working environment that is safe and respectful of others with a zero tolerance approach to sexual and interpersonal violence and harassment. In 2016, Deakin actively supported the Universities Australia Campaign 'Respect. Now. Always.' to eliminate sexual assaults and harassment on University campuses. Specialist staff have been trained in responding to serious incidents and providing support and privacy to victims in cooperation with Victoria Police. Policies and procedures have been reviewed and strengthened to ensure that a victim-centred approach is taken.

### **Empower learners for the jobs and skills of the future**

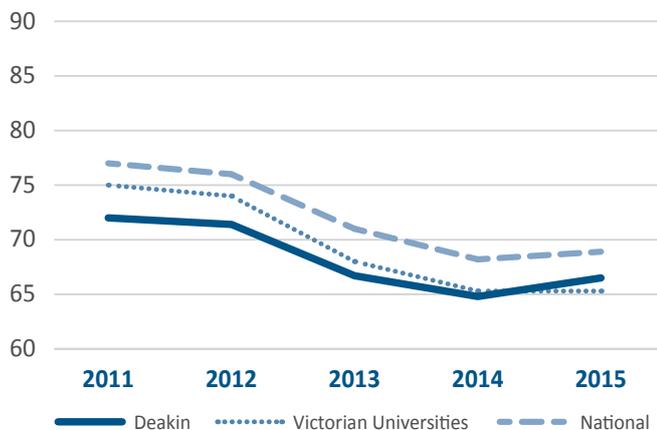
In recent years graduate employment rates have declined while uncertainties about the nature of future work have increased. Deakin University is working to reverse this trend with a focused approach to improving the employability of its graduates.

In the 2015 Australian Graduate Survey 66.5 per cent of Deakin domestic bachelor graduates who were available for full-time work, were in full-time work, slightly above the average of 65.5 per cent across all Victorian universities and below the national average of 68.9 per cent (Figure 1). Employment outcomes for graduates vary considerably according to the field of education they studied. At Deakin, the best outcomes were for Medicine and Optometry (almost 100 per cent), Nursing (87 per cent), Architecture and Building (85 per cent), and Engineering and Related Technologies (80 per cent).



Deakin students Geelong Wairn Ponds Campus.

Figure 1: Domestic Bachelor graduates in full-time work 2011-2015 (per cent)



## A core focus on optimising the employability of Deakin graduates

With the appointment of a Pro Vice-Chancellor Graduate Employment in 2015, Deakin commenced a major program of work to improve employment outcomes for students and strengthen engagement with industry. Deakin's graduate employment strategy aims to change students' mindsets about the transferability of their skills and the breadth of careers open to them. The strategy has introduced a number of initiatives to connect students directly with employers so that they can learn about job roles, develop professional networks and identify prospective employers.

### Key initiatives implemented in 2016 include:

- embedding career education into core curriculum
- a recruitment agency service for employers
- the graduate employment portal DeakinTalent
- cloud-based career coaching
- interns@deakin
- graduates@deakin
- Experience and Employment Expo
- Freelancing Hub (giving students the skills to operate as a freelancer)
- a graduate program for SME recruits.

Deakin was ranked equal third in Australia for graduate employability in the 2016 Times Higher Education, a ranking in which recruiters and employers rank the universities they think are best at preparing students for the workforce.

Deakin received an Office for Learning and Teaching grant (in partnership with Curtin, Monash, the University of Newcastle and the Australian Council of Deans of Science) to increase

science students' access to and participation in work integrated learning. The project is led by Professor Elizabeth Johnson, Pro Vice-Chancellor Teaching and Learning, and will create the foundation for closer curriculum partnerships with industry.

Deakin's work with Teach For Australia and most especially the Teaching Alliances and Academies has set a new standard and approach to sustainable and partnership based teacher education for Australia. The School of Education plans to expand the model over the next few years so that this operating approach to professional experience and industry partnership will replace the more traditional practicum model for some 5,000 preservice teachers each year at Deakin.

Ensuring Australians have the necessary skills in Science, Engineering, Technology and Mathematics (STEM) is critical for twenty-first century lives and careers. Teachers at 30 secondary schools across Victoria will have the opportunity to improve their STEM teaching credentials thanks to a Victorian Government initiative delivered by Deakin. The Secondary STEM Catalysts initiative, announced by the Deputy Premier and Minister for Education, the Hon James Merlino, will see 60 teachers trained to lead, encourage and mentor other teachers in high-impact STEM education for students in Years 7 and 8. The selected schools represent disadvantaged regions across Victoria and it is hoped that the new program will ignite a passion for STEM subjects in both teachers and students.



### DeakinTalent

DeakinTalent is a social-business platform that enables employers to connect directly with Deakin students throughout their course. It facilitates personalised career development and graduate recruitment services on demand and at scale. In 2016 DeakinTalent linked over 2,500 students with 60 employers.



# IDEAS at Deakin

## Making a difference through world-class innovation and research

By utilising industry, government and institutional networks, Deakin strives to become one of Australia's leading universities in its entrepreneurial approach to applying its ideas to improve our state, our nation and our world.

Deakin's researchers are making a difference through world-class research and innovation across four core areas:

- improving health and wellbeing
- designing smarter technologies
- enabling a sustainable world
- advancing society and culture.

The 2016-2020 Research Plan focuses on Deakin's ability to forge strong collaborations and partnerships, while maintaining high ambitions for exploratory and discovery research. Securing economic benefit for Deakin's stakeholders is a key goal in ensuring that it delivers outcomes that are relevant to its communities.

### Grow research capacity, depth and breadth

Deakin is Australia's eleventh ranked university for research in the Shanghai Jiao Tong for 2016 (Academic Ranking of World

Universities). We are a comprehensive university with internationally recognised research excellence particularly in computer science, technology, and health and medical sciences, together with a growing reputation in a number of other research areas aligned with our research focus.

In early 2016, two new Institutes were approved by Council: the Institute for Physical Activity and Nutrition (IPAN) and the Institute for Intelligent Systems Research and Innovation (IISRI). Both were formerly Strategic Research Centres.

With the existing Institutes – the Institute for Frontier Materials and the Alfred Deakin Institute – Deakin now has four Research Institutes covering areas of key strength and strategic focus. Additional areas of research strength are in education, environmental science and management, evolutionary biology, zoology, and fisheries sciences, computer sciences and data analytics.

The following new Strategic Research Centres were established in 2016:

- Centre for Creative Arts Research
- Research for Educational Impact
- Centre for Sport Research
- Centre for Cyber Security Research

In the last five years, Deakin has made great strides in growing its research capacity, breadth and depth with an exceptional upward trajectory across many disciplines and significant growth in its research culture. Improvements in bibliometric and modelling capabilities have allowed for a much more sophisticated and selective approach to evaluating performance, strategic recruitment and selection planning. Table 3 shows the growth in research income across all categories 2012-2016.

**Table 3: Research Grants And Publications 2012-2016**

RESEARCH INCOME (\$ million)	2012	2013	2014	2015	2016
Category 1 (Australian Competitive Grants Income)	18	21.7	26.1	21.7	21.5
Category 2-4 (Research Contracts, Tenders, Philanthropy and Co-Operative Research Centre Income)	28.4	21.7	21.7	25.5	32.9
<b>Total Research Income (HERDC reported)</b>	<b>46.4</b>	<b>43.4</b>	<b>47.8</b>	<b>47.2</b>	<b>54.4</b>

Deakin received a total of \$8.3 million in funding from the Australian Research Council (ARC) for 19 Deakin-led projects in 2016.

Deakin's three ARC Future Fellows for 2016 were:

**Dr Clinton Bruce, School of Exercise and Nutrition Sciences**

Dr Bruce's project will advance understanding of the mechanisms that control muscle mass in animals. This project could have important economic and quality of life benefits, especially for agriculture, where achieving optimal muscle mass ensures international competitiveness, productivity and economic growth.

**Associate Professor Peter Enticott, School of Psychology**

Associate Professor Enticott's project aims to understand how the human brain develops social and emotional understanding. Its findings could be used to develop educational programs that enhance empathy and co-operation, strengthen family relationships, promote social inclusion and reduce maladaptive behaviours.

**Professor Emma Kowal, Alfred Deakin Institute**

Professor Kowal's project aims to re-evaluate the role of biology in Aboriginal studies. The project will develop an account of how the history of race science matters in the present through investigating 20th century scientific efforts to understand Indigenous Australians biologically.

Deakin was the recipient of three ARC Discovery Early Career Researcher Awards (DECRA):

- Dr Radhika Gorur, School of Education
- Dr Mylene Mariette, School of Life and Environmental Sciences
- Dr Ali Mozaffari, Alfred Deakin Institute.

Deakin also received \$4.9 million for an ARC Training Centre in Alloy Innovation for Mining Efficiency. Industry partners in the training centre are Keech Castings Australia, Gekko Systems, Weir Minerals, IXL Metal Castings and Cast Bonding Australia and the Centre will be led by Professor Matthew Barnett.

The Future Fibres Hub was launched in 2016, bringing together world-leading fibre research and industry experts to create innovations in carbon fibres, nanofibres and high value fibre applications: The Hub is a \$13.2 million centre, funded through the Federal Government's Industrial Transformation Research Program, supported by industry and Deakin. It will lead the development of future fibre-based materials, ranging from short polymer fibres for the medical, textile and industrial sectors to carbon fibre composites for the automotive industry.

Researchers from the Institute for Intelligent Systems Research and Innovation (IISRI) were rewarded for high-tech innovation in automotive design, receiving the 2016 Society of Automotive Engineers (Australasia) Mobility Engineering Excellence Gold Award.

Deakin's Industrial Transformation Training Centres foster partnerships between industry and universities, and provide an important training ground for the next generation of industry-savvy research leaders.

Deakin was awarded five National Health and Medical Research Council (NHMRC) Project Grants totalling more than \$4.9 million.

These grants will focus on research conducted by Strategic Research Centres in the Schools of Medicine, and Health and Social Development. Deakin also received funding for a five-year NHMRC Partnership Grant for research in the School of Exercise and Nutrition Sciences that will evaluate the implementation of a program to promote children’s physical activity and reduce sitting time at school.

Two Deakin early career researchers were awarded NHMRC Early Career Fellowships. Deakin researchers from the Schools of Exercise and Nutrition Sciences, Health and Social Development, and Medicine, are also participating in two NHMRC Centres of Research Excellence led by other Australian institutions.

### Encouraging the next generation of researchers

Deakin’s Higher Degree by Research (HDR) cohort continues to grow, creating a pipeline of research and innovation excellence. In 2016 Deakin’s HDR cohort was 1,120 EFTSL (Table 4). Deakin received \$12.42 million through the research training scheme.

Deakin’s research training programs focus on three equally important goals. They aim to prepare:

- HDR students for a broad range of career opportunities
- early career researchers for productive careers and
- supervisors for the delivery of best practice supervision.

Deakin launched its new PhD-Xtra program in October. The program emphasises the preparation of students as discipline experts who can interact with their community and apply research thinking to real world issues. The program is designed to deepen and broaden students’ knowledge base. It includes individual learning plans, research training coursework units, and career pathway placements.

**Table 4: Higher Degree By Research Students (EFTSL)**

Faculty	2011	2012	2013	2014	2015	2016
Arts and Education	219	228	243	255	266	277
Business and Law	99	94	99	103	99	89
Health	261	287	353	361	351	324
Science, Engineering and Built Environment	341	372	395	429	433	430
<b>Total HDR EFTSL</b>	<b>919</b>	<b>981</b>	<b>1,090</b>	<b>1,147</b>	<b>1,149</b>	<b>1,120</b>

### Develop targeted commercial research partnerships

In 2016, Deakin appointed Professor Guy Littlefair as Pro Vice-Chancellor Industry Development. The position provides a focus for industry and community collaborations and gives a single point of contact for those looking to collaborate with Deakin.

Professor John Grundy was appointed Pro Vice-Chancellor ICT Innovation and Translation, a position focussed on providing leadership in positioning Deakin as a preferred partner for industry and government in the delivery of innovative ICT-related research and development projects. Alfred Deakin Professor Saeid Nahavandi was appointed Pro Vice-Chancellor Defence Technologies. These appointments reflect the importance of these industry sectors in growing our applied research portfolio.



Geelong Innovation Precinct, Waurn Ponds Campus.

### Innovation Precinct (anticipated jobs growth 2013 – 2018)

Deakin’s substantial and continuing investment in the Innovation Precinct at the Geelong Waurn Ponds Campus has contributed to an ecosystem which provides an important link between technological innovation and advanced performance outcomes. The precinct integrates Deakin’s high-level research capabilities with specialised research equipment and industrial-scale infrastructure. It also offers tenancy for technology-oriented businesses and supports proof-of-concept industrial prototyping.

The Precinct comprises new research infrastructure and capability in materials engineering and fibre science including the Australian Future Fibres Innovation and Research Centre and the world’s leading carbon fibre research line, Carbon Nexus, as well as first class research facilities for robotics and simulation, energy technology, metals manufacturing, design and modelling, all of which have very significant industry engagement, many with leading international corporations.

CSIRO’s Fibre Processing Team of 54 CSIRO fibre and material scientists is also located adjacent to Carbon Nexus.

Co-located industry partners include established and developing companies reliant on continuous innovation. These include QuickStep Holdings (the largest independent aerospace grade advanced composite manufacturer in Australia) and carbon fibre wheel manufacturer Carbon Revolution who employ 100 workers including many retrenched from Ford and Alcoa. Other partners include HeiQ Australia and Cytomatrix. The new Epworth Hospital employs 400 full time equivalent positions and is linked to the University’s regional health hub (REACH), and Medical School. Government agencies facilitating industry-research advancement are also located in the precinct, including the Victorian Defence Procurement Office and the Advanced Manufacturing Industry Growth Centre.



Industrial incubator ManuFutures in the Geelong Innovation Precinct.

### ManuFutures

The University's ambition is to further accelerate regional economic activity, product development and job creation in the Precinct through a new \$13 million advanced manufacturing incubator and accelerator currently under construction. As an industrial incubator for future technology enablement, ManuFutures will provide flexible and reconfigurable working spaces, shared corporate facilities and a collaborative environment that supports projects and enterprises ranging from start-ups through to multi-nationals, with a capacity for five to fifteen small to medium enterprises and up to 150 people at any one time. The University has secured interest and commitment from a range of globally focused advanced manufacturing organisations and early stage start-up enterprises to take up tenancy agreements as soon as the ManuFutures facility is completed in October 2017.

### Some of Deakin's commercial research partnerships

**In cyber security:** Deakin leverages its research and development capability in cloud and mobile computing, cyber physical systems, security and analytics to deliver software and technology innovation in health, defence, data tools and analytics, smart environments, food and agriculture. The Deakin Software and Technology Innovation Laboratory (DSTIL) develops products, technologies and solutions across all sectors. Deakin is among the world's top 150 universities for Computer Science (ARWU 2016), with cyber security a key focus.

**In agriculture:** Researchers from Deakin's Centre for Regional and Rural Futures (CeRRF) and the Centre for Integrative Ecology are working with farmers to develop models that will predict the effect of climate change on crop yields to 2070. Interactive maps allow users to see what the yield for a

particular commodity may be and the geographical areas where yield is predicted to be high or low. The research is funded by the Victorian Adaptation and Sustainability Partnership of the State Government and five local Councils.

In a three-year project funded by the Nature Conservancy as part of its Great Southern Seascapes program, Deakin is looking to quantify the value of Australia's oceans, investigating the wealth of waters in Port Phillip Bay, Western Port Bay and coastal areas in New South Wales.

Deakin's recently formed Blue Carbon Lab (BCL) has been at the forefront of research into blue carbon within Australia. BCL uses a multidisciplinary approach to deliver innovative research solutions for helping to mitigate climate change.

**In energy:** Deakin collaborates with Australian and international organisations to develop sustainable and intelligent systems for producing, storing and managing renewable energy for industry and the community.

Deakin and CSIRO have partnered to establish the Battery Technology Research and Innovation Hub (BaTRI - Hub). They are working with some of the world's leading companies including: LG Chem, Toyota, Cytec, CIC Enerigune and AusNet Services. Deakin researchers have also partnered with the Indian Institute of Science Bangalore and the Indian Institute of Technology, Bombay on a project funded by the Australia India Science Research Fund (AISRF) to increase the potential of renewable energy with the development of improved storage solutions.



Once in the market, the haptics robotic software developed by Deakin with Telstra has the potential to provide many people living in remote areas with improved access to diagnostic ultrasound services for monitoring pregnancy and the detection of a range of diseases.

**In Health:** a multidisciplinary collaboration between Deakin's Schools of Nursing and Midwifery and Engineering has resulted in a first of its kind virtual reality and haptic training simulator for midwifery students. VERITY (Virtual Reality Intrapartum Touch Trainer) helps students develop the skills they need to care for women in labour.

Deakin and Telstra have collaborated on a world-first trial of haptics-enabled robotic technology that will allow patients to undergo remote ultrasound diagnostics. Patients will no longer need to be in the same room, or even town, as the sonographer conducting the ultrasound. Deakin's Institute for Intelligent Systems Research and Innovation worked with the School of Medicine and local clinicians to develop the technology, which is portable and could potentially cover 97 per cent of Australia's population.

Carers and families of people with dementia can now gain a better understanding of how people with the disease experience the world, thanks to an app developed by Alzheimer's Australia Vic and researchers from Deakin University's Software and Technology Innovation Laboratory (DSTIL). The app is called EDIE – Educational Dementia Immersive Experience.

## Develop a strategic international research footprint

In January Deakin appointed Associate Professor Luis Afonso as Director, International Research Training. Associate Professor Afonso works closely with academics, Faculties, Institutes, and Deakin International to ensure that international partnership negotiations develop effectively, and that Deakin research students from other countries are supported throughout their studies.

Deakin continues to increase its international research training focus through the development of strategic international partnerships. During 2016, Deakin signed joint PhD agreements with strategic institutions in Europe (Copenhagen, France, England, and Russia) and India leading to the enrolment of new PhD students in life and environmental sciences, public health, medicine and materials engineering.

In India, China, South East Asia and the USA the international research training platform continues to grow its in-country PhD model with 12 new PhD students, including students based in the Mayo Clinic (USA), and the Burnet Institute in Myanmar. Currently Deakin has 61 in-country PhD students.

An Indian 'Thinker in Residence' program was launched in the humanities and social sciences, to deepen research links between Australia and India in these disciplines. The inaugural thinker was eminent Indian historian Dr Srinath Raghavan, a Senior Fellow at the Centre for Policy Research, New Delhi, who visited Deakin in October.

To increase collaboration with Chinese institutions, Deakin invited three strategic research fellows from China to visit Deakin in 2016.

- Professor Wanqin Jin, Deputy Director of the State Key Laboratory of Material-Oriented Chemical Engineering, Nanjing Tech University (Nanjing University of Technology).

- Professor Yihong Gao, Professor of Linguistics and Director, Research Institute of Linguistics and Applied Linguistics, School of Foreign Languages, Peking University
- Professor Kandong Liu Deputy Dean (Research), Institute of Medical Sciences, Zhengzhou University and Deputy Director, China-US (Henan) Hormel Cancer Institute, Henan Cancer Hospital.

The British Indian Ocean Territory Administration, a remote archipelago in the middle of the Indian Ocean, released the commemorative first day issue of a set of stamps featuring images of green and hawksbill sea turtles, monitored in a special program by researchers from Deakin's Centre for Integrative Ecology and Swansea University (UK). Researchers from Deakin and Swansea University have used satellites and tags to track the turtles, facilitating targeted conservation management at key sites across the ocean basin.



The British Indian Ocean Territory Administration released a set of postage stamps commemorating Deakin research.

Deakin was recognised for its 'Outstanding Contribution by an Australian Organisation in India, in the inaugural Australia India Trade and Investment Awards'.

The Alfred Deakin Institute for Citizenship and Globalisation (ADI) is an influential social sciences and humanities research institute whose work continues to shape agendas and inform debate on issues relating to social, cultural, economic and

political inequalities and human rights. ADI held a number of events in 2016, including the Post-Arab Spring Tunisia: Decentralisation and Local Democracy symposium, Addressing the New Landscape of Terrorism, and the Future of the Middle East Conference. The UNESCO Oration in 2016 was delivered by award winning writer, storyteller, educator and human rights advocate Arnold Zable.

Deakin's Business School launched three new research centres in 2016:

- China Business and Economics Research Centre
- IPA-Deakin SME Research Centre (with generous support from the Institute of Public Accountants)
- Centre for Employee and Consumer Wellbeing

## A growing international research profile

Deakin's growing international research profile is reflected in its improved standing in all the major global rankings (Table 5). Deakin now ranks in the top two per cent of the world's universities in each of the major rankings. Deakin ranked an estimated 214 in the prestigious Academic Ranking of World Universities (ARWU), rising by 183 positions in 2016 to be third in Victoria and 11th in Australia. Deakin ranks 39 in the QS ranking of the world's universities under 50 years.



Professor Bas Baskaran accepting the Australia India Trade and Investment Award from His Excellency Mr Navdeep Suri, The High Commissioner of India to Australia.

Table 5: International Rankings 2011-2016

YEAR OF RELEASE		2011	2012	2013	2014	2015	2016
<b>QS STARS OVERALL</b>	World			5 STARS 2012-2016			
<b>QS RANKING</b>	World	401-450	401-450	380	360	324	355
	National	22	23	19	19	19	19
	Victoria	5	5	4	4	4	4
<b>QS &lt;50</b>	World				50	36	39
<b>TIMES HE</b>	World	351-400	351-400	301-350	301-350	301-350	251-300
	National	15	15	13	14	18	11
	Victoria	3	3	3	3	3	3
<b>TIMES HE &lt; 50</b>	World	NA	78	66	59	45	50
<b>ARWU</b>	World	>500	>500	>500	400-450	397	<b>214</b>
	National				19	19	11
	Victoria				4	4	3



# VALUE at Deakin

**Enhancing our enterprise, strengthening our communities and enabling our partners**

Through its network of partnerships with community, industry and government, Deakin strives to add value by contributing to the social, economic and business life of each of its communities

Deakin also adds value to its own community by providing the right mix and availability of physical spaces, resources and technological processes and systems. As a financially responsible enterprise, Deakin is committed to sustained improvement and continued investment to achieve the University's strategic goals.

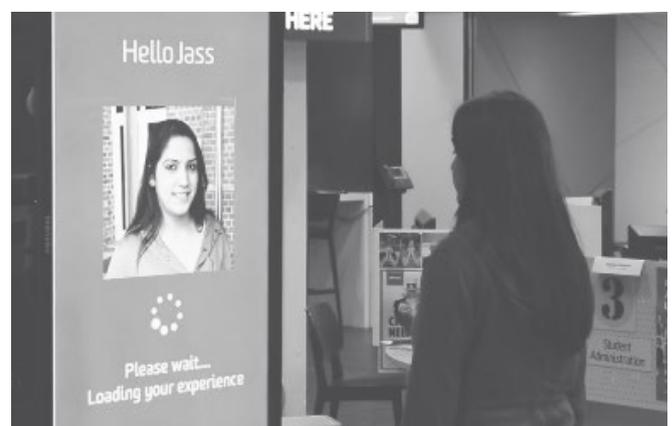
## Create innovative learning environments

Innovation in digital technologies is one of Deakin's key strengths. Deakin's 'Smart Campus' concept describes Deakin's aim to provide greatly enriched, consistent and personalised experiences – it's an ambitious, integrated plan based on the Internet of Things. In 2016 Deakin was named and showcased as a global digital leader (Garner Symposium IT Expo) and was a finalist (for the third consecutive year) in the QS Wharton Reimagine Education Award.

Technologies are only useful if they are optimally supported and maintained, and Deakin has consistently ranked first amongst Australia's universities in the Roysys benchmarking of the availability of external web services. Deakin was also recognised as the Australian leader in student satisfaction with

IT resources (AGS) and ranked first in Australia for student satisfaction with IT services in Australia and New Zealand. Deakin was recognised as one of the top 50 institutions globally for excelling in digital transformation (2017 Digital Edge 50).

*Deakin Anywhere* (a suite of collaboration tools for use by staff and students), *DeakinSync* (a personalised portal for staff and students) and Watson (the IBM cognitive platform that continuously learns and adapts to provide students with personalised assistance) have been widely adopted by students and staff and have received international recognition for their innovation and contribution to student learning.



Using proximity information, electronic screens recognise students and provide personalised advice.



Deakin Genie organises a study group for a student.

Proximity and location services piloted in 2016 include 3D campus navigation, personally responsive campus screens, facilities occupancy information, and location based support activated through the Deakin Scout app. As students move around campus the Scout app triggers content based on their location, for example allowing them to meet up with fellow students or know whether desk space is free in the library. Deakin has also commenced introducing Augmented Reality and Virtual Reality into teaching programs. In the 2016 Reimagine Education 2016: Discipline Awards, Deakin won the Gold award in Engineering and IT for Deakin AR.

In 2016 Deakin developed the prototype for *Deakin Genie*, a cutting edge personal digital assistant that provides a new way for students to experience university and engage with learning. Genie is intelligent and conversational, and proactively guides students through study and life at Deakin. The full version will be available in 2017.

Deakin's Chief Digital Officer Mr William Confalonieri was named Chief Information Officer of the year in the Australian Executive Awards (CEO Magazine). He received the Computerworld/IDG Premier 100 Global Technology Leader Award – acknowledged for his 'exceptional technology leadership and innovative approaches to business challenges', the only Australian and one of only three universities globally to make the list.

## Build employee capacity, capability and productivity

Deakin is committed to a workplace culture that fosters and supports excellence in teaching, research, community engagement and the services which enable these activities.

Deakin recruits staff who are creative, adaptable and ready to meet the challenges of an increasingly complex sector.

Deakin continues to plan and prepare for the next Enterprise Agreement (EA). An EA Governance Group was established as the key decision making group and has endorsed general strategy principles for bargaining and recommendations from subject matter expert working groups on key negotiation priority areas. Staff were kept informed by regular updates throughout the bargaining process.

### A commitment to workplace diversity and inclusion

Deakin is committed to workplace diversity and following an external review by gender expert Dr Jennifer de Vries, Deakin developed its Gender Equity Plan for 2016-2020. Deakin's Workforce Inclusion Policy is included in its Workforce Management Plan 2013-2020 with Deakin reporting annually against its inclusion targets.

Deakin has set the following targets for gender representation at senior levels:

- 50 per cent women at or above HEW 10 level
- 50 per cent women at or above academic level E
- 50 per cent women at academic level D and E.

Currently 36.6 per cent of Level D and E staff are women.

Deakin prides itself on its longstanding history of valuing diversity and ensuring inclusion for all of its staff, students and communities. The University does not tolerate bullying, discrimination, harassment, victimisation or any other inappropriate, unwelcome or illegal behaviour.

Principles and ethical practices are underpinned by the Deakin Code of Conduct which is communicated to all staff through an e-learning module completed during induction. Deakin also undertakes a number of activities to manage discrimination, including:

- a network of trained Harassment and Discrimination Officers who provide advice and support to students and staff who believe they are experiencing discrimination
- all full and part-time staff members are required to complete online training so they understand their compliance obligations and our Equity and Diversity team runs face-to-face training for managers
- Student Designated Complaints Contacts in each area are also encouraged to do the face-to-face training.

Reported complaints were investigated and managed through a number of channels, including the Equity and Diversity Unit, Human Resources Division, University Solicitor and the Student Complaints Manager and Faculty Complaint Contact Officers.

In 2016 Deakin appointed its inaugural Dean of Students, Professor Bernie Marshall. As the Dean of Students, Professor Marshall is a clear and accessible point of contact for all Deakin students on matters relating to their overall student experience. Reporting to the Deputy Vice-Chancellor Education he works with the Student Complaints and Appeals Office and Heads of Schools and Departments, Course Directors and Unit Chairs across the University to ensure that individual student issues are resolved and to build leadership capacity in all areas of teaching and learning, including academic integrity.

Deakin's Audit and Risk Committee receives an annual report in relation to complaints received and managed, any systemic issues identified and remedial actions taken. The University also educates its staff in all issues relating to equal opportunity and diversity through the provision of relevant and up-to-date online information and ongoing compulsory face-to-face training. The Ombudsman Act 1973 (Vic) provides that the Victorian Ombudsman may conduct an investigation as a

consequence of a complaint made about the administrative action of a public statutory body, which includes a university.

Deakin undertook an Equity and Diversity Staff Survey in 2016 with 1,942 staff of whom 273 reported having a disability, health condition or mental health condition.

Deakin undertakes a number of cultural awareness initiatives to help support inclusion and diversity at Deakin's campuses. Programs in 2016 included:

- a Cultural Awareness and Inclusion session to celebrate Harmony Day
- inclusion training promoting greater visibility and awareness of LGBTI students and staff
- a seminar series on cultural diversity and inclusion
- community celebrations for Diwali, Chinese New Year and Iftar
- Aboriginal and Torres Strait Islander cultural awareness training available to all staff.

Deakin recognises the importance of increasing gender equity in Science Technology Engineering Mathematics and Medicine (STEMM) disciplines and is one of 25 Australian universities involved in the pilot Athena SWAN program – collecting, analysing and presenting data on gender equity policies and practices in STEMM departments, as well as identifying gaps and opportunities for improvement. Deakin is working towards an Athena SWAN Award at the Institutional Bronze level.

In December, Deakin was awarded the Workplace Gender Equality Agency (WGEA) 'Employer of Choice for Gender Equality' (formerly Employer of Choice for Women) citation for the tenth consecutive year. Deakin was one of only 100 workplaces around Australia to receive this prestigious honour in 2016. The University has a longstanding commitment to valuing diversity, enabling access and promoting inclusion and the citation recognises the sustained efforts to improve employment outcomes for women.



Celebrating Diwali in India and with fireworks over the bay at the Geelong Waterfront Campus.

### Employment and conduct principles

In compliance with relevant legislation, Deakin uses an open and transparent process to recruit and promote the most suitably qualified employees. All advertisements for staff vacancies include the statement: 'Deakin University values diversity, enables access and promotes inclusion'. Deakin University is an employer of choice for women and strongly encourages applications from Aboriginal and Torres Strait Islander people. Employees are classified correctly in workforce data collections according to the criteria stipulated in any specifications that support requests for workforce data collection from external bodies.

All employees are required to adhere to the University's Code of Conduct. The principles underpinning the Code of Conduct

are supported by the University's Performance Management policy which provides managers and staff with a formal performance management framework enabling staff to contribute to the achievement of University goals and their own career development goals.

In June 2016, Deakin introduced an online compliance training framework and development program, commencing with two modules: Deakin Induction and the Code of Conduct. A further five modules, OHS for Supervisors, Fraud and Corruption Awareness, Information and Privacy Awareness, Discrimination and Harassment, and Equal Employment Opportunity, were phased into production during July and an additional ten modules went live in December. All members of Deakin's Senior Management Group completed this training.

## Building staff capacity

Throughout 2016 Deakin continued to provide an extensive program of capacity building for staff at all levels including the Driving Employee Excellence Program (DEEP), an advancement program for new and emerging supervisors and team leaders and the course Directors Development Program.

Deakin offers a range of programs to build staff capability:

- Deakin Managers' Advancement Program
- Senior Management Group Leadership Program
- Staff Development Program
- Lynda.com
- professional development tools

- study support
- academic study program
- mentoring partnership program
- Vice-Chancellor's Professional Development Award
- TeachAssist.

Deakin continues to run an extensive program supporting capacity building in the use of technologies with its CloudMobile mobile digital studio providing 'at the elbow' assistance in the use of a wide range of technologies.

Tables 6 and 7 depict the breakdown and numbers of staff at Deakin 2012-2016.

**Table 6: Deakin Staff 2012-2016**

FULL TIME EQUIVALENT STAFF	2012	2013	2014	2015	2016
Full-time/part time	2,964	3,098	3,284	3,461	3,622
Casual (estimate)	662	730	747	757	826
<b>Total</b>	<b>3,626</b>	<b>3,828</b>	<b>4,031</b>	<b>4,218</b>	<b>4,488</b>
Academic	1,661	1,787	1,881	1,922	2,057
General	1,965	2,041	2,150	2,296	2,431

**Table 7: Deakin Staff 2012-2016 (Gender And Age)**

FULL TIME EQUIVALENT STAFF	2012	2013	2014	2015	2016
Gender	FTE	FTE	FTE	FTE	FTE
Female	1729.63	1824.49	1923.66	2022.9	2130.48
Male	1234.29	1273.42	1360.05	1437.9	1529.44
<b>TOTAL</b>	<b>2963.92</b>	<b>3097.91</b>	<b>3283.71</b>	<b>3460.7</b>	<b>3661.7*</b>
AGE BRACKET	FTE	FTE	FTE	FTE	FTE
18-30 years	295.49	284.06	275.5	291.8	374.9
30-40 years	832.31	905.37	995.96	1043.96	1099.55
40-50 years	810.62	848.82	893.48	938.77	984.31
50-60 years	764.95	779.41	821.04	867.61	868.81
above 60	260.55	280.25	297.73	318.6	334.15
<b>TOTAL</b>	<b>2963.92</b>	<b>3097.91</b>	<b>3283.71</b>	<b>3460.74</b>	<b>3661.7</b>

\* 1.8 unspecified male or female

### Commitment to a safe and healthy workplace

Deakin offers a range of benefits and services to support and improve the wellbeing of its staff, including full access to sporting facilities, on campus medical centres, and information and resources. Deakin has previously attained full recognition for the 'Mental Health' and 'Smoking' aspects of the Healthy Together Victoria Achievement Program. In February 2016, Deakin received certification for the Physical Activity pillar. In early 2017 the University will apply for certification for the 'Alcohol' pillar as well as progressing work on the remaining 'Healthy Eating' pillar. The University's Health Wellbeing and Safety Strategy 2016-20, supported by local Health, Wellbeing and Safety Plans, was approved by the University Executive in April 2016 and a 'living' Action Plan to implement the Strategy was developed and is being implemented, with continued refinement of the Action Plan over the next 12 months.

Childcare is available at the Melbourne Burwood Campus, the Geelong Warrn Ponds Campus and the Warrnambool Campus. Deakin supports a range of family friendly and work-life balance policies, programs and initiatives. In accordance with the *Carers' Recognition Act 2012* the University's Work Arrangements Policy and Flexible Work Arrangements Procedure recognises the needs of carers. This includes providing access to carer's leave for staff as well as flexible work arrangements. New staff are advised of the University's work arrangements as part of their induction and are encouraged to seek detailed information through the Working at Deakin intranet.

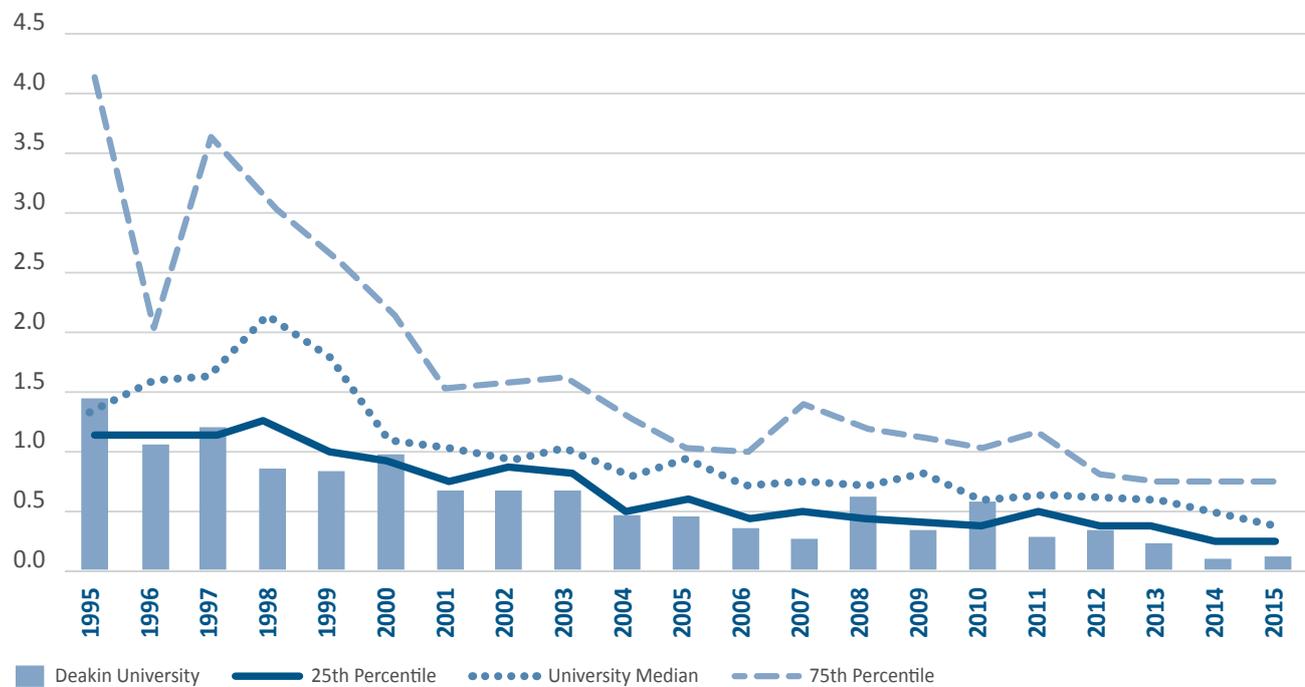


Deakin has joined the 35 per cent of Australian employers who have a domestic and family violence policy. Launching the policy included an extensive information and awareness campaign to promote the following services:

- free and confidential counselling and/or advice
- access to paid special leave and/or other existing leave entitlements for staff
- access to a range of academic accommodations for students
- access to a wide range of external support agencies.

Deakin is committed to providing a safe and healthy working environment for all staff, students, contractors and visitors. Deakin encourages and values safe work practices and behaviours through leadership at all levels and consultation with staff on safety matters. In 2016 Deakin achieved its lowest recorded Lost Time Injury Rate and Injury Claim Rates. Deakin participates in an Australian-wide university benchmarking scheme and had the lowest Lost Time injury rate and was in the best performing 10 per cent for Injury Claim Rates in the latest survey. In 2016 the WorkCover premium was 33 per cent below the average for the sector in Victoria.

**Figure 2: Lost Time Incidence Rate: 30 Australian Universities**



Notes: Lost Time Incidence Rate = Number of Lost Time Injuries per 100 Full Time Equivalent staff

In 2016 Deakin undertook a range of activities to strengthen its OHS program, including audits and inspections, training programs, risk assessments, reviews of new and refurbished buildings, upgrading of access and facilities and asbestos abatement. The health and safety training program for

managers and supervisors continued in 2016. Deakin introduced an online refresher OHS training module for all managers and supervisors to be completed on a three-year cycle.

Table 8: OHS Performance Indicators (2011–2016)

	2011	2012	2013	2014	2015	2016
Lost time injury (LTI) frequency rate	1.8	1.9	1.5	0.62	1.1	0.40
WorkCover frequency rate	4.4	3.3	3.5	3.8	2.0	1.1
Average lost time rate (days/LTI)	93	59	29	43	101	239
Days lost per 100 full-time equivalence	28	19	7	7	18	15
WorkCover costs per full-time equivalent	\$111	\$74	\$36	\$30	\$80	\$55
Premium costs per full-time equivalent	\$493	\$389	\$371	\$265	\$204	\$257
WorkCover premium rate (% of remuneration)	0.44%	0.35%	0.34%	0.24%	0.18%	0.25%

## Progress a sustainable and competitive enterprise

Deakin has continued to grow as an organisation, improving its financial position and resilience.

Figure 3: Operating Income

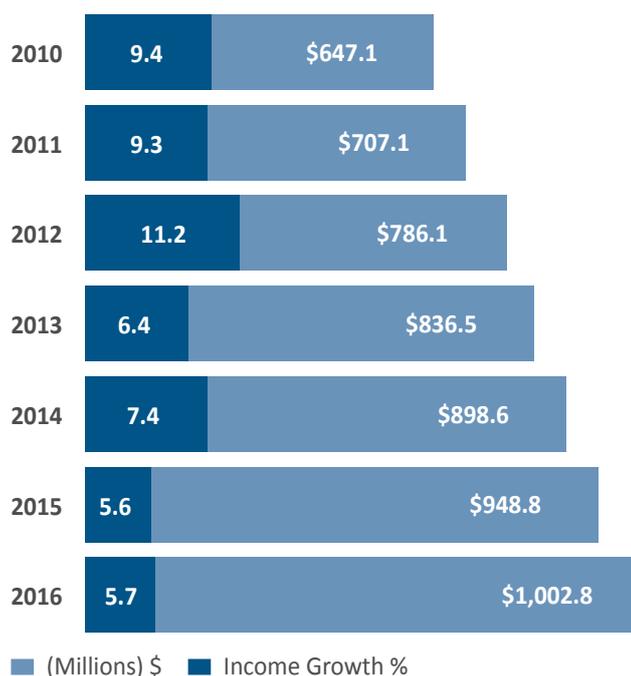
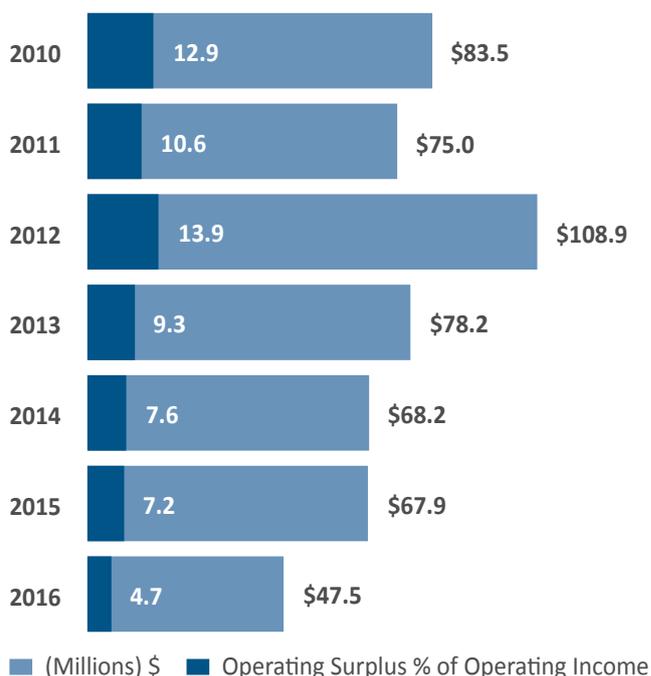


Figure 4: Operating Surplus



Since 2013 Deakin has maintained part of its investment portfolio in an Environmental, Social and Governance (ESG) Pool which specialises in ESG focussed active managers and other sustainable investments exclusively, in accordance with the Investment Management Policy approved by the University Council's Investment Committee.

Specifically, Deakin's approach to ESG in relation to the investments in the indexed funds undertaken within the Long Term Investment Pool, is as follows:

- ensure all Investment Managers have a stated and documented ESG policy which is actively maintained and regularly updated
- ensure all funds have a stated and documented ESG policy
- ensure that the above referred to policies are actively maintained and regularly updated
- prior to investing in a new fund confirm that the fund has a stated and documented ESG policy.

In November 2016 the Investment Committee reviewed the University's ESG strategy and agreed to maintain its current position and ESG objectives.

The Deakin Portfolio Office is responsible for the oversight and governance of all major projects at Deakin, ensuring that they are assessed, delivered, monitored and controlled within a structured and scalable framework from idea through to realisation. The Portfolio Board meets monthly to determine priorities, assess requests, monitor the health of medium and long-term projects, assess outcomes from post-implementation reviews, and deal with any escalated items.

### **Towards a more sustainable campus**

Deakin's campuses are cities in microcosm, using large amounts of energy and water, and occupying a total of 450 hectares across four campuses. Deakin is conscious of the environmental and social impacts of its campuses and of the opportunity to manage our impacts more effectively.

We are focussed on embedding sustainability in all aspects of our organisation and activities and educating our staff, students and community to ensure a more sustainable future.

Sustainable transport is a key focus and Deakin has reduced its vehicle fuel consumption since 2013 by approximately 190,000 litres. This is a 43 per cent reduction in both consumption and associated carbon emissions and is a direct result of Deakin's fleet optimisation initiatives, carpooling for transit between campuses and increasing use of video conferencing facilities. The shuttle bus between the Box Hill Transport Interchange

and Deakin's Melbourne Burwood Campus introduced in 2016 has resulted in faster, more convenient and less carbon intensive travel to Deakin's largest campus.

Deakin is committed to designing and operating its campus environments to the best practicable environmental standards whilst also focussing on the user experience, social sustainability and economic impacts and opportunities.

Ecological Sustainable Design (ESD) principles have been incorporated into all new Deakin buildings for some years. All our new buildings are currently designed and built to align with the Green Building Council of Australia's 5 star Green Star rating and in 2016/2017 a smarter Deakin specific set of Sustainable Built Environment Design Standard will raise the bar again. These standards will focus on the design, construction, performance and occupation of our buildings and will be the exemplar of a balanced environment across all three areas of sustainability: environmental, economic and social.



Cycle racks at the Geelong Waterfront Campus.

Sustainable procurement is supported by a robust governance framework and policy, ensuring that sustainability impacts are considered equally with economic costs of supplier goods.

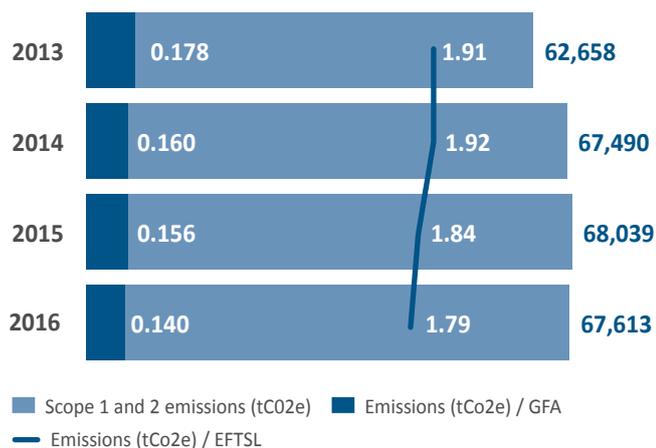
Deakin reports its energy and greenhouse gas emissions annually under the National Greenhouse Gas and Energy Act 2007 and benchmarks its performance with other institutions through the Tertiary Education Facilities Management Association.

Since 2013 Deakin has experienced significant growth, with student numbers up by over 14 per cent, and the Gross Floor Area (GFA) of our campuses up by over 35 per cent.

Despite this growth, emissions from Scope 1 (gas, fuel and refrigerants) and Scope 2 (electricity) sources have plateaued, with Deakin emitting just under 68,000 tonnes of CO<sub>2</sub> equivalent emissions across all operations in the 2016 calendar year. The University has also achieved an intensity based reduction, and in 2016 our total emissions equated to 1.79 tonnes of CO<sub>2</sub>e per Equivalent Full Time Student Load (EFTSL) and 0.14 tonnes per square meter of GFA. This intensity-based improvement is due in part to the success of Deakin's Campus Infrastructure Utilisation Plan, a comprehensive plan to redesign and renew its building spaces to optimise the user experience and overall people-to-space ratio.

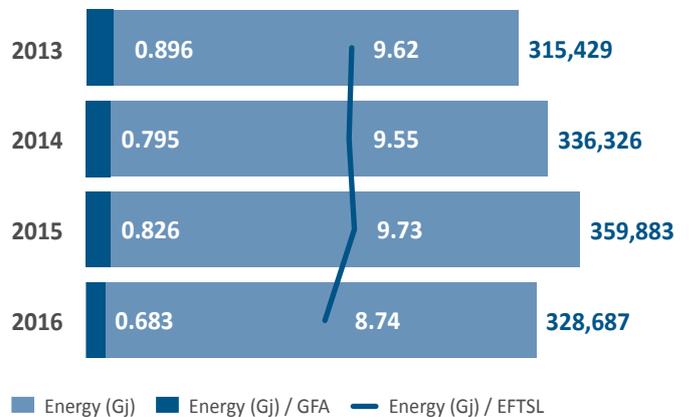
**Figure 5: Emissions**

Scope 1 and 2 (electricity, gas, fuel, refrigerants)



**Figure 6: Energy**

Electricity, Gas, Fuel (including fleet)



As a Founding Partner in the State Government's Take2 initiative Deakin is committed to undertaking actions that will contribute to Victoria's target of net zero greenhouse gas emissions by 2050. Deakin has developed its first Carbon Management Strategy to further reduce our carbon emissions and provide a springboard for new initiatives. One such initiative is the establishment of a renewable energy microgrid to meet our growing energy requirements in a sustainable and carbon conscious way.

With growing numbers of students and staff, waste management is a constant focus. The University also continued its on-site green waste mulching, battery recycling and scrap metal recycling initiatives, further avoiding waste to landfill.

Deakin's 2017 Enterprise Sustainability Plan will be refined to incorporate targets for each aspect of sustainability at Deakin. Targets will be monitored via the University's Sustainability Steering Committee with the plan updated biannually.



# EXPERIENCE at Deakin

Delighting our students, our staff, our alumni and our friends

Integral to *LIVE the future* is the goal of nurturing the personal development and wellbeing of our students and staff, fostering a vibrant and inclusive culture that crosses discipline and organisational boundaries.

**Deliver support services to enable success and enrich learning, living and social experience for students**

**A 'One-Deakin' approach to delivering services**

Under Deakin's *LIVE the future* strategy there has been a concerted drive towards a culture that puts students first and fosters a 'one-Deakin' approach to planning, program design and service delivery.

The student experience at Deakin encompasses:

- the entire student lifecycle – from prospective student and enquiry, to enrolled student engaged in learning, to successful graduate and alumnus
- the experience of students at all Deakin campuses, including the Cloud Campus, Deakin's Learning Centres and professional/industry placements
- an experience tailored to the needs of all Deakin students – undergraduate, postgraduate and HDR; full-time and part-time; mature age and school leaver; international and domestic; and students with diverse needs including students with disability or students experiencing educational or financial disadvantage.



Stage 1 of the Student Central Precinct at Burwood opened in 2016.



Wayfinding app Campus Compass helps students navigate Deakin's campuses.

Deakin continues a program of streamlining its admissions and offers processes, with consistent and transparent criteria. Approximately 45 per cent of all courses are now centrally assessed.

Deakin has restructured its student services to deliver an integrated student service network through a student centred one-stop-shop. Student Central operates both in the cloud and on campus, co-locating student administration, student support and faculty course advisors in a single student-friendly environment. The first centre built was at the Geelong Waterfront Campus and three new 'Student Centrals' are currently under construction and due to open in 2017.

Campus Compass is a wayfinding app available for download, free of charge. It was designed and developed to help students, staff and visitors to locate rooms and services and navigate Deakin's campuses. Introduced in 2016, the app provides driving and public transport directions when off-site. Once on-site, locatable destinations include classrooms, meeting rooms, cafés, security offices and more.

The Deakin University Student Association (DUSA) makes a major contribution to supporting the student experience, hosting over 130 student clubs and societies across all Deakin campuses and covering broad interests including courses, fields of study, social, cultural, sport and recreation. DUSA's sporting team, the 'Dragons', provides opportunities to represent Deakin at state, national and international level.

In 2016 DUSA led our attendance at the Indigenous Games with a 14 strong Deakin student team. Athletes participated in a daily round robin format of sports; basketball, volleyball, netball and touch football. The Indigenous Dragons had an extremely successful campaign claiming gold and their second victory in as many years in the basketball competition. They reached the quarter finals of the volleyball competition, and had convincing wins in netball and touch football.



Successful Deakin Indigenous Dragons team at the 2016 Indigenous Games.

In compliance with the Education and Training Reform Act 2006 Deakin levied an amenities and student services fee in accordance with the Higher Education Support (Student Services and Amenities) Act 2010 (Cth). The fee per trimester was \$96 for full-time students, \$60 for part-time students and \$46 for students studying solely in the cloud. Approximately \$6.1 million in revenue was forecast to be collected from the fee. Of this, DUSA was contracted by the University to spend \$3.9 million for the following approved purposes: advocacy, sporting programs, social engagement, orientation, a multicultural program, student media, student welfare, Student Survival Centre, DUSA digital presence and student legal advisory and referral service. The balance was allocated for spending by the University for sports, recreation management and development, an international student employment program, student welfare, cultural engagement programs, a Disability Liaison Officer and student amenity infrastructure.

### **Deliver services, resources and facilities to enable an engaged, inclusive, productive and satisfied learning community**

Deakin's new Elite Sports Precinct at the Geelong Waurn Ponds Campus was officially opened in May 2016, providing some of the best sporting surfaces and facilities in the Australian

university sector. Key features include an MCG-sized AFL oval, an international grade soccer pitch, an internationally accredited eight-lane 400-metre athletics track and an outdoor, trackside teaching facility. The facility is already being used by elite athletes such as the Geelong Cats Football Club and Olympic race walkers Rhydian Cowley and Chris Erickson.

The Elite Sports Precinct supports Deakin's comprehensive and world-recognised sports courses and integrates sports and health-related education and training. The new facilities improve access and participation for the regional, rural and Indigenous community to elite sports and recreation facilities and further enhance the broader community's engagement with Deakin.

Deakin's Women in Sport and Exercise (WISE) collaboration involves experts from across the sporting sector with an aim to strengthen the role women play in sport and exercise. Deakin has three elite sporting partnerships through the Geelong Cats and their Women's VFL Team, the Deakin University Elite Women's Race as part of the Cadel Evans Great Ocean Road Race and the WNBL Deakin Melbourne Boomers. In addition to its partnerships, Deakin's cross discipline team takes a collaborative approach to improving and enhancing women's participation in sport and exercise; the Deakin WISE hub is the first to be established in Australia.



Deakin Olympians alumnus Rhydian Cowley and DUSA staff member Chris Erickson training at the elite sport precinct at the Geelong Waurn Ponds Campus.



Participants in the Geelong Cats Women's VFL Talent ID Day at Deakin's Elite Sports Precinct.

### Affordable student accommodation

Affordable and convenient accommodation is critical for student success. The refurbishment of the iconic T & G House in Geelong's CBD was completed in 2016 and now provides city centre student accommodation in Geelong. The heritage listed 1930s building has been sympathetically renovated and restored to maintain the art deco distinction of this local landmark's façade. The stunning building was in disrepair, but now contains thirty-three state-of-the-art studio apartments with modern communal facilities and recreation spaces for Geelong's students. T & G House demonstrates Deakin University's ongoing commitment to the local community and investment in Geelong as a growing university city. In late 2016 Deakin commenced work on an 11-story 410 student capacity high rise accommodation facility on Brougham Street in Geelong. New accommodation is also under construction at Deakin's Melbourne Burwood Campus, creating quality affordable housing for an additional 505 students.

The Burwood Campus Development Program was completed in 2016, consisting of a \$34 million complete reconfiguration, refurbishment and reinvigoration of eleven buildings across the Melbourne Burwood Campus. The refurbishment works achieved significant economic gains by reducing the need for new buildings and external leases. This project addressed the ongoing requirement for renewal and growth at the Burwood Campus as well as creating dedicated precincts for the Faculty of Arts and Education and the Faculty of Science, Engineering and Built Environment.



Architect's render of the atrium in Deakin's student accommodation in Brougham Street Geelong.

In October 2016, Deakin commenced work on the Burwood Link, a pedestrian crossing between the Burwood Highway and Elgar Road sides of Deakin's Melbourne Burwood Campus. It's anticipated that the Link will be completed in 2017. Completion of the crossing means that for the first time students and staff with disabilities will be able to travel safely between the two sections of the Burwood campus. With more than 43,000 pedestrian trips per week across the existing stairway the new Burwood Link will provide a safe, accessible and environmentally friendly crossing for staff, students and the community.

A pedestrian link from the REACH Building at the Geelong Waurin Ponds Campus to the new Epworth Teaching Hospital was completed in 2016. The link provides an accessible landscaped pathway for staff, students and visitors to travel between the hospital's education precinct and the University. The lit pathway includes WiFi and the design helps highlight local Wathaurong culture through the Mooroop Wordet (Spirit Garden) incorporating Indigenous medicinal plantings.



Burwood Pedestrian Link connecting the two halves of the Melbourne Burwood Campus.

## Strengthen connections with, and add value to, governments, industry, alumni and the communities that Deakin serves

Deakin continues to strengthen its connections with government, industry and alumni, making a significant contribution to the intellectual, social and economic life of each of the communities it serves. The development of Deakin's Innovation Precinct at the Geelong Waurin Ponds Campus has led to the creation of over 1,000 jobs, a clear indication of the value of research in stimulating regional economic growth. However, the cultural vibrancy of a community is what makes a community appealing to people and hence to the businesses that employ them, and Deakin is involved in many projects and events across all of its communities.

### Serving our communities

In Geelong, Deakin is a key sponsor of events such as the Geelong Performing Arts Centre (GPAC), the Cadel Evans Great Ocean Road Race Women's Race, the Geelong Symphony Orchestra (GSO) concert series and the Diversitat's Pako Festa. Deakin also sponsors the Deakin Melbourne Boomers in the Women's National Basketball League (WNBL), confirming its strong commitment to women in sport.

Deakin's partnership with the Geelong Football Club in the Deakin Cats Community Centre creates an important community resource, making education more accessible with programs such as: BioCATS (teaching the science and maths of football) and Cyber cats (addressing the problem of online bullying). Since completion in 2013 the Deakin Cats Community Centre has had 60,000 visitors and 54 different community organisations deliver health and wellbeing sessions from the Centre. Deakin has strong connections in India and sponsors the Rising Pune Supergiants cricket team in the Indian Premier League.



Staff and students at the opening of the Bendigo and Adelaide Bank on Deakin's Melbourne Burwood Campus.

In September, Deakin opened the Bendigo and Adelaide Bank Customer Hub at its Melbourne Burwood Campus – Australia's first university community bank. The business the university community generates with the bank will translate directly to internship opportunities for students, scholarships, support for student clubs and funding for research.

The Werribee Learning Centre, a partnership with the Gordon Institute of TAFE, provides an important pathway to accessible higher education for the Wyndham community and Deakin also supports a number of programs promoting sport and culture in Wyndham.

In 2016, Deakin partnered with the National Gallery of Victoria (NGV), sponsoring two major exhibitions and engaging students, staff and alumni through unique events and experiences. The NGV and Deakin also collaborated on education and public programs, drawing on the University's expertise in digital engagement and cloud-based learning.

Deakin works closely with the Warrnambool Art Gallery to promote cultural and social opportunities throughout the South-West district.

In the Riverina, through the 'Grow Our Own' partnership with the Bendigo Bank in Griffith, Deakin is facilitating local partnerships with leaders from industry, education, community and government to develop education and skills plans which will result in improved access to education in regional Victoria and New South Wales. In the future, Riverina's employers will be able to invest in qualified and locally educated workers for local growth industries.

### Deakin in Warrnambool

As a consequence of the work done in 2015 to consider future directions for the Warrnambool Campus in the face of declining enrolments and increasing financial losses, Deakin's Council agreed on an ongoing, long-term and more sustainable model for its Warrnambool Campus that will see Deakin continue its role as the South West Region's higher education provider. The model will:

- ensure the student experience at Warrnambool is consistent with Deakin's strategic plan *LIVE the future* and equivalent in quality to student learning outcomes at other Deakin campuses
- fulfil Deakin's public purpose
- address the financial losses of the Campus.

Deakin has appointed one of the Faculty of Business and Law's most senior leaders Professor Barry Cooper to the new role of Associate Dean Community Engagement and Rural Campuses.

From 2017 the Warrnambool Campus will focus on a reduced number of courses for which there is demonstrated demand and strong graduate employment and will seek permission to rezone parts of the Campus that the University does not require.

Deakin has established a South-West Advisory Group comprising senior executives from the South-West community, industry and education sectors. The Advisory Group is chaired by Deakin's Chief Executive Officer, South West Victoria, and will be the primary link between Deakin and the South-West region. The Advisory Group will provide advice to Deakin on the development and implementation of initiatives to ensure the success of the Warrnambool Campus and its relevance to the South-West community.

### Engaging with audiences across the globe

In 2016, Deakin used traditional and social media to inform communities locally, nationally and internationally and to comment on a range of issues.

The @DeakinMedia Twitter account provides an alternate engagement channel with journalists, media programs and sector influencers, with a focus on quality and relevance of followers over quantity. The account's follower audience has grown from 250 in 2015 to more than 41,525 in 2016.

Social media plays a key part in Deakin's engagement with various social media accounts enabling Deakin to engage with both its internal and external communities. Deakin has 291,117 Facebook fans, 52 per cent of the following among Victorian universities.

#### Deakin's social media following in 2016



Deakin relaunched its internal communication publication Network in 2016, highlighting key Deakin research and issues relevant to Deakin and its communities. Amongst the most read content was an opinion piece by the Vice-Chancellor on the challenges facing regional and rural campuses.

In 2016, Deakin organised a significant number of events including the International Conference on Design and Technology, the STEM education conference and the Indigenous Accounting and Business Conference. Deakin also hosted a number of visits for Ministers and senior scientists to its Innovation Precinct in Waurn Ponds.

Major orations in 2016 included the Parkin Oration, which honours sporting leader David Parkin and provides an opportunity to explore the challenges and opportunities of sport as a driver of social change. The Brookes Oration honours the significant contribution of Sir Wilfred Brookes, grandson of Alfred Deakin. The Brookes oration in 2016 was delivered by Lieutenant General David Morrison AO (Retd), former Chief of Army, champion of human rights, internationally recognised for his commitment to gender equality, diversity and inclusion and 2016 Australian of the Year. David Morrison is also a Deakin alumnus and received a lifetime achievement award in 2015 and an Honorary Doctorate in 2016.



### Facilities services

As part of a team building / giving back to the community exercise, 90 staff from Deakin's Facilities Services and Enterprise Finance teams volunteered to refurbish the Staughton Vale Outdoor Education Centre. Staff laid new carpet and painted the interior, painted and repaired the exterior and landscaped the grounds. The Outdoor Education Centre has been a significant resource for Nelson Park School and Northern Bay College for nearly 25 years but receives no funding for maintenance and upgrade. The Centre enables students to access excursions and activities while keeping costs within the reach of families from the Corio area.



The 2016 Parkin Oration – Deakin Edge.

### Recognising our community

In 2016 Deakin introduced a new category of Honorary Fellows, recognising distinguished members of the community who have made a significant contribution in their profession or chosen field. The Vice-Chancellor's Honorary Fellows will engage with alumni, community and industry leaders, acting as ambassadors for Deakin and providing advice to the Vice-Chancellor.

The inaugural Vice-Chancellor's Fellows are:

- Jenni Lightowlers, Founding Partner of Francis Abourizk Lightowlers
- Tony Ellwood, Director of the National Gallery of Victoria
- Leon Kempler OAM, National and State Chairman, Australia-Israel Chamber of Commerce
- Janine Kirk, Chief Executive The Prince's Charities Australia
- Andrew McLeod, Visiting Professor, Kings College London
- John Zeigler Chairman Emeritus DDB Group Asia Pacific
- Andrew Conway, CEO Institute of Public Accountants

Deakin honorary degrees are conferred on individuals for distinguished contributions to the community. They honour achievements that are aligned to the University's aims, and provide inspiration to members of the university community. The following Honorary degrees were awarded in 2016.

- Ms Jenni Lightowlers
- Lieutenant General David Morrison AO (Retd.)
- Emeritus Professor Gillian Triggs
- Professor Yongxian Zhang
- Mr David Morgan
- Mr Bill Forrest AM
- Ms Dalal Smiley
- Mr David Thodey AO
- The Hon Julia Gillard AC
- Professor Michel Armand.

## Engaged alumni and a culture of philanthropy

Deakin continues to build its relationships with the community and alumni, as well as increasing philanthropic support from donors and industry. Deakin's alumni community now comprises 220,664 students with the Deakin diaspora represented in most countries across the globe. International Chapters and formal networks are established in India, China, Malaysia, Indonesia and the UK. Deakin alumni are actively engaging in increasing numbers in support of Deakin's recruitment activities at home and abroad.

More than 2,666 alumni engaged in a Deakin event in 2016, including opportunities for networking, life-long learning and skills development, orations, social activities, webinars, and recognition of achievement events. In 2016 the Alumni Office connected with 10,000 new graduates following graduations in April, October and December with new graduates actively encouraged to keep connected with their Deakin community. Deakin continues to publish its highly successful *dKin* publication which highlights achievements of Deakin researchers and alumni.

In August, the annual Alumni Awards dinner was attended by 250 guests who joined the University in formally recognising and celebrating the outstanding contributions of these extraordinary alumni to their communities and their professions.

Winners of the 2016 Alumni Awards were:

- Registered Architect, Architectural Historian. Heritage Consultant and PhD Candidate **Allan Frederick Willingham** (Lifetime Achievement Award)
- Magistrate at the Magistrate's Court of Victoria **Rosemary E Falla** (Alumni of the Year)
- Co-founder and CEO of STREAT **Rebecca J. Scott** (Alumni Community Services Award)
- **Anand Doshi** Click Digital Studios India Pty. Ltd (Young Alumni of the Year)
- **Hideto Chijiwa** Architect, Sou Fujimoto Architects, Tokyo (Young Alumni of the Year).



Vice-Chancellor Professor Jane den Hollander and Deputy Dean Business and Law Professor Kim Watty at an event with Deakin's Beijing Alumni Chapter October 2016.



L to R: Allan Willingham, Rosemary Falla, Anand Doshi, Hideto Chijiwa and Rebecca Scott.



An event to honour donors who contributed to Deakin's Change 100 lives campaign. The campaign raised well over \$1,000,000.

### Growing a culture of giving

Gifts large and small, make a real difference to people's lives, and how we respond to those in need is a great marker of the strength of a civil society. Through Deakin's Workplace Giving Program, Deakin students and staff are able to make a difference by contributing cash donations, bequests or by volunteering their time with the benefit of pre-tax payroll benefits.

A \$1 million donation from the Moose Foundation will support research at the Deakin Child Study Centre, which works with children who face developmental challenges such as autism spectrum disorder and attention hyperactivity disorder.

Deakin's major campaign in 2016 was Open Minds Open Possibilities – the Humanitarian Scholarships fund that provides scholarships to employees of non-governmental organisations, community organisations and government bodies in non-OECD nations, and students from United Nations agencies or governments of OECD nations that would otherwise not have access to the Graduate Certificate or Master's Program in the Centre for Humanitarian Leadership.

The generosity of those who give to Deakin is supporting research and enabling access to education for those who otherwise would not have the benefit of a university education. Gifts to Deakin's Change 100 Lives campaign have made a transformative difference to the students receiving the scholarships. Overall in 2016 the University has realised over \$9.1 million in cash and pledges. Deakin recognised its donors at a number of events held during the year, including events held to support the Change 100 Lives Foundation and the Alli Murphy Memorial Scholarship Fund, which honours the memory of Allison Murphy, assisting future journalists or marketers in the Geelong region to follow in her footsteps.



### **Supporting research into pancreatic cancer**

Grace King was diagnosed with pancreatic cancer in 2014. Throughout her illness and until her untimely death she was determined to tell her story and raise awareness of this awful cancer. Working with staff from Deakin's Advancement Office, Grace set out to raise \$50,000 which quickly turned into the larger goal of funding a full time researcher for the NABNEC study, a pilot clinical trial in neuroendocrine cancers, commonly arising from the pancreas.

The Victorian Government through the Victorian Cancer Agency provided \$60,000 to fully fund the first two years of a three year PhD scholarship. The fund raising efforts of Grace King will fund the final year of the Deakin scholarship.

The PhD Scholarship will support research into upper gastrointestinal cancers including pancreatic cancer and be part of the Feasibility Study of NAB-Paclitaxel in Combination with Carboplatin as a First Line Treatment of Gastrointestinal Neuroendocrine Carcinomas (NABNEC).

# Organisation and Governance

# Governance of the University

Deakin is governed in accordance with the Deakin University Act 2009. The Victorian Minister for Training and Skills 1 January – 8 November was the Hon Steve Herbert and from 8 November the Hon Gayle Tierney.

## The University Council

The University Council is the University's governing body.

The Council's annual business schedule addresses its responsibilities under the Act, the corporate governance standards auspiced by the Tertiary Education Quality and Standards Agency (TEQSA) and good practice codes such as the Voluntary Code of Best Practice for the Governance of Australian Universities and the Corporate Governance Principles and Recommendations of the ASX Corporate Governance Council.

The Council's responsibilities include:

- approving the mission and strategic direction of the University
- appointing and monitoring the performance of the Vice-Chancellor as chief executive officer of the University
- overseeing and reviewing the management and performance of the University
- approving the University's budget and business plan
- overseeing risk management across the University
- overseeing the academic activities of the University
- approving significant commercial activities and systems of control and accountability.

The Council's major activities during 2016 were:

- considering and providing final approval of the plan for a more sustainable Warrnambool Campus following extensive input from the local community and with the support of the Australian and Victorian Governments
- approving initiatives to ensure that students receive a personalised learning experience with premium digital engagement and are thoroughly prepared for the jobs and skills of the future
- inviting students to present their views about the University directly to the Council in a student forum, leading to a series of follow-up actions

- approving developments to drive the University's research and research commercialisation strategies
- establishing the Institute for Physical Activity and Nutrition and the Institute for Intelligent Systems Research and Innovation
- overseeing the development of new student accommodation to meet strong demand at Deakin campuses including in the Geelong CBD
- closely monitoring major University projects against key performance indicators for timelines, budgets and scope
- strengthening oversight of risk through close focus on strategic risks
- overseeing the performance of the University's investments in terms of both financial returns and environment and social impacts
- reintroducing elected student and staff positions on Council in accordance with the Education Legislation Amendment (TAFE and University Reform) Act 2015.

## The Chancellor's investiture

Mr John Stanhope AM became Deakin's sixth Chancellor in January 2016. He is one of Deakin's most distinguished graduates and was awarded a Deakin Alumni Lifetime Achievement Award in 2014.

The Hon Governor of Victoria, Linda Dessau AC presided over Mr Stanhope's investiture ceremony on 15 February 2016. In his speech Mr Stanhope expressed his passion for education and for ensuring that students are equipped for successful careers. He also emphasised the need to encourage mutually beneficial partnerships between researchers and industry to deliver benefits to the community.

On 13 June 2016 Mr Stanhope was made a member of the Order of Australia for significant service to the financial and national communication sectors through a range of leadership roles.

## Council membership

In 2016 the Council welcomed five new members. Ms Carol Boyer-Spooner and Dr Simon Eassom joined the Council from 1 January 2016 and Professor Chris Hickey joined on 22 March 2016 after being elected as the Chair of Deakin's Academic Board.

On 1 July 2016 the Council welcomed Mrs Alice Di Pasquale and Ms Dana Harding as the elected staff and student members respectively.

The Council reappointed one member, Ms Kathy Grigg, for a further term of office from 1 January 2017 to 31 December 2019.

As at 31 December 2016 the Council comprised fifteen members, eight females and seven males.

During the year the Council gratefully acknowledged the service of Ms Glenys Phillpott OAM and Professor Jean du Plessis who resigned on 6 July and 25 August 2016 respectively. Council also acknowledged the contribution of Mr Matthew McDonald, President of the Deakin University Student Association, who attended Council meetings from 10 February to 30 June 2016.

## Review of performance

The Council is subject to rigorous review of its performance, including:

- annual review of the fulfilment of business schedules by the Council and its committees
- annual review of the exercise of delegations of authority
- biennial reviews alternating between the Council and its committees of their performance and effectiveness against external benchmarks of best governance practice.

In 2016 a review of the Council was conducted by an independent expert, Ms Liz Baré. Ms Baré concluded that the Council is appropriately skilled and knowledgeable; that decision making is sound and well supported by accurate information; and that Council members work collegially and execute their duties diligently.

The Council approved a series of actions arising from the review, including:

- arrangements for more focused reporting on academic activities
- additions to Council's business schedule and induction program
- adjustments to the terms of reference of some committees (see next page).

The Council will consider a report on the implementation of actions as part of its 2017 review activities.

## Compliance with responsibilities under legislation and codes

The 2016 review confirmed that the Council meets all of its obligations under relevant legislation and codes, including:

- the *Deakin University Act*
- the governance and accountability standards specified by TEQSA
- the Voluntary Code for Best Practice in Governance of Australian Universities
- the Deakin University Council Charter.

No areas of non-compliance were identified.

The University's financial statements were reviewed and recommended by the Audit Committee prior to finalisation and submission.

## Committees of the Council

Committees of Council play an important role in the governance of the University. Council uses committees for detailed scrutiny of matters but maintains responsibility for decision making. Council regularly reviews the roles of committees.

Minutes from each committee meeting are presented to the next meeting of Council and include details of the exercise of any delegations held by the committee.

Enhancements to committee work during 2016 included:

- expanded terms of reference for the Remuneration Committee as a result of the 2016 review of Council
- the Finance and Business Affairs Committee endorsed a new governance framework for major projects
- the Audit and Risk Committee streamlined reporting on compliance management to reduce repetition and enhance focus on strategic issues
- the Chancellor's Advisory and Audit and Risk Committees endorsed an improved process for the review of sections of the University's annual report prior to consideration by Council.

The terms of reference, composition and business schedules of each committee of Council is published on the University website.

### Chancellor's Advisory Committee

#### Chair: Chancellor, Mr John Stanhope AM

The Chancellor's Advisory Committee advises Council on governance matters and proposed appointments to Council. It also deals with matters between Council meetings where required.

### Honorary Degrees Committee

#### Chair: Chancellor, Mr John Stanhope AM

On the advice of the Honorary Degrees Committee the Vice-Chancellor may recommend to Council that the University honour an individual with a Deakin Honorary Doctorate or an Honorary Master of Innovation.

### Remuneration Committee

#### Chair: Chancellor, Mr John Stanhope AM

The Remuneration Committee advises Council on strategic remuneration and human resource matters including salaries and conditions of employment of members of the Executive and senior staff and human resources policies.

### Audit and Risk Committee

#### Chair: Deputy Chancellor, Mr Peter Meehan

The Audit and Risk Committee advises Council on the University's accounting, control and risk management reporting practices. The Committee also considers external and internal audit reports and reviews internal audit policy.

### Finance and Business Affairs Committee

#### Chair: Ms Philippa Kelly

The Finance and Business Affairs Committee advises Council on matters concerning the University's consolidated finances, fixed assets and proposed business ventures. The Committee also reviews the financial performance of University companies and major commercial activities.

### Investment Committee

#### Chair: Ms Kathy Grigg

The Investment Committee oversees the performance of the University's investments and has authority from Council to approve the University's Investment Management policy.

### Legislation Committee

#### Chair: Deputy Chancellor, Ms Helene Bender OAM

The Legislation Committee advises Council on matters pertaining to the Deakin University Act 2009, the University's Statutes and Regulations and major governing legislative and statutory instruments.

# Academic Governance

The Academic Board is the principal academic authority within the University, and is responsible to Council for maintaining the highest standards in teaching and research.

The Chair of the Academic Board is a member of the Council. Professor Chris Hickey was acting Chair of the Board from 19 January 2016 and was elected Chair of the Board from 22 March 2016. Associate Professor Jo Coldwell-Neilson was elected Deputy Chair of the Board from 10 May 2016. The Board draws a broad membership from across the University

including the professoriate, University Executive, Faculties, professional staff and students.

Deakin's academic governance was reviewed by an external expert, Professor Joan Cooper in September and October 2016. Professor Cooper concluded that there was strong evidence that Deakin University meets the academic governance obligations in the Higher Education Standards Framework (Threshold Standards) 2015.





Standing left to right: Professor Chris Hickey, Ms Miranda Douglas-Crane, Mrs Alice Di Pasquale, Mr Stuart Hamilton AO, Professor David Ashbridge, Ms Philippa Kelly. Sitting left to right: Mr Peter Meehan (Deputy Chancellor), Ms Dana Harding, Ms Kathy Grigg, Professor Jane den Hollander AO (Vice-Chancellor), Mr John Stanhope AM (Chancellor), Mr Peter Niblett, Dr Simon Eassom, Ms Carol Boyer-Spooner. Absent: Ms Helene Bender OAM (Deputy Chancellor).

# Members in office 2016

The members of the University Council in office during 2016 are set out below.

The Council is chaired by the Chancellor. In 2016 there were two Deputy Chancellors in office throughout the year: Ms Helene Bender OAM and Mr Peter Meehan.

## Official Members

### THE CHANCELLOR

**Mr John Stanhope AM** *BCom Deakin, FAICD, FAIM, FCPA, FICA, FHRM*

Current term of office: To 31 December 2020

Years on Council: 4.5

### THE VICE-CHANCELLOR

**Professor Jane den Hollander AO** *BSc(Hons), MSc Wits., PhD Wales*

Current term of office: From 19 July 2010

Years on Council: 6.5

### THE CHAIR OF THE ACADEMIC BOARD

**Professor Chris Hickey** *BPE, MEd UWA, PhD Deakin*

Current term of office: To 31 December 2017

Years on Council: 0.7

## Government Appointed Members

### Members appointed by the Governor in Council

**Professor David Ashbridge** *MBBS, MPH, Dpl Child Hlth, Dpl Trop Med, GAICD, Member RACGP*

Current term of office: To 31 December 2017

Years on Council: 4.3

**Ms Miranda Douglas-Crane** *BCom, MBA, DipEd, FIM, FAICD*

Current term of office: To 31 December 2018

Years on Council: 3.3

**Dr Simon Eassom** *BEd (Hons), MArts, PhD*

Current term of office: To 31 December 2018

Years on Council: 1

**Mr Peter Niblett** *BCom Deakin, CA, FCPA, CISA, CISM*

Current term of office: To 31 December 2017

Years on Council: 8

**Ms Glenys Phillipot OAM**

Resigned 6 July 2016

### A member appointed by the Minister

**Ms Carol Boyer-Spooner** *BBus, Fellow Royal Society of Chemistry*

Current term of office: To 31 December 2018

Years on Council: 1

## Council Appointed Members

**Ms Helene Bender OAM** *B Com Melbourne, Dip Travel & Tourism RMIT*

Current term of office: To 31 December 2018

Years on Council: 8.5

**Ms Kathy Grigg BEc**, *DipEd Adelaide, FCPA, FAICD*

Current term of office: To 31 December 2016, reappointed to 31 December 2019

Years on Council: 7.3

**Mr Stuart Hamilton AO** *BArts (Hons), BEc*

Current term of office: To 31 December 2018

Years on Council: 3.3

**Ms Philippa Kelly LLB W.Aust, FFin, GAICD**

Current term of office: To 31 December 2017

Years on Council: 7

**Mr Peter Meehan** *BBus RMIT, FCA, FCPA*

Current term of office: To 31 December 2018

Years on Council: 9.8

**Professor Jean du Plessis** *BProc, LLB, LLM, LLD (UoFS), GAICD*

Resigned 25 August 2016

## Elected Members

### A member elected by staff

**Mrs Alice Di Pasquale** *MBA (Deakin), CPA*

Current term of office: To 31 December 2017

Years on Council: 0.5

### A member elected by students

**Ms Dana Harding**

Current term of office: To 31 December 2017

Years on Council: 0.5

## Council members' attendance at Council and committee meetings

The number of meetings of the Deakin University Council and of each committee of Council held during the year ended 31 December 2016, and the number of meetings attended by each member were as follows:

**Table 9: Attendance at Council and Committee Meetings**

	Council		Committees of the Council													
	8, includes strategy conference		Audit and Risk		Chancellor's Advisory		Finance and Business Affairs		Honorary Degrees		Investment		Legislation		Remuneration	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B	A	B
Chancellor Mr J Stanhope AM	8	8			6	6			4	4					2	2
Deputy Chancellor Ms H Bender OAM	8	6			6	6			4	4			4	4	2	2
Deputy Chancellor Mr P Meehan	8	8	5	5	6	6			4	4					2	2
Vice-Chancellor Professor J den Hollander AO*	8	8	5	4	6	6	5	5	4	4	4	2	4	3	2	2
Chair, Academic Board Professor C Hickey	8	7			6	6			4	4			4	4		
Professor D Ashbridge	8	8														
Ms C Boyer-Spooner	8	8					5	3								
Mrs A Di Pasquale	4	3							1	1						
Ms M Douglas-Crane	8	7	5	4			2	2			3	2				
Professor J du Plessis	5	5							3	3						
Dr S Eassom	8	6					5	5								
Ms K Grigg	8	8					5	4			4	4			2	2
Mr S Hamilton AO	8	8	5	5												
Ms D Harding	4	4											1	1		
Ms P Kelly	8	7					5	5							2	1
Mr P Niblett	8	6	5	5			3	3			1	1				
Ms G Phillpot OAM	4	4	2	2									3	2		

**KEY:** A – Meetings eligible to attend as a member B – Meetings attended as a member

\* – In attendance with full rights of audience and debate for Audit and Risk Committee and Investment Committee meetings.

# Statutory Reporting



# Risk Management

Deakin implements a robust and transparent risk management program that supports effective decision-making to achieve strategic objectives. The Audit and Risk Committee of Council oversees the University's risk management framework, its implementation and evaluation.

The Chief Financial Officer is operationally responsible for the University's risk management program.

Key activities of the risk management program are contained in the risk policy suite and include:

- a comprehensive assessment of all risks across the University
- integration of risk considerations into the budgetary process.

Deakin University maintains two levels of risk registers: the University Executive is responsible for the strategic University-wide risk register and faculties, institutes and operational areas are each individually responsible for an operational risk register.

Each risk register documents key risks to strategic and operational objectives, assesses impact and consequences, and specifies risk ratings, controls and actions plans. High risks in particular are addressed through an action plan and progress in implementing action plans is centrally monitored and regularly reported to Council through the Audit and Risk Committee. Risks registers are regularly reviewed and updated, taking into account all relevant information including any relevant findings and recommendations of internal and external audits.

The risk registers inform the annual Internal Audit Plan and the annual insurable risk profile that forms the basis of the placement of the University's insurance program.

## Attestation on compliance with the International Risk Management standard

I, Kerrie Parker Chief Financial Officer, certify that Deakin University has risk management processes in place consistent with the International Risk Management Standard (ISO 31000:2009) and an internal control system that enables the Executive to understand, manage and satisfactorily control risk exposures. The Audit and Risk Committee verifies this assurance and confirms that the risk profile of Deakin University has been critically reviewed within the last 12 months.



Kerrie Parker  
Chief Financial Officer

Date: 16 March 2017  
Geelong

# Register of Commercial Activities

The Commercial Activity Guidelines mandated by the terms of the *Deakin University Act 2009* remain the Interim Guidelines made by the Minister on 21 January 2011 and gazetted on 3 February 2011. These require the University to maintain a Register of Commercial Activities.

The University Solicitor is responsible for maintaining the register.

Council has determined that significant commercial activities are those where the annual expenditure budget for the activity exceeds \$1.5 million or where, in the opinion of the Vice-Chancellor, the activity exposes the University to any

undue financial or other risk. Significant commercial activities require the approval of Council.

The Chief Financial Officer is responsible for submitting proposals to the Finance and Business Affairs Committee of Council regarding University participation in a company or commercial activity in accordance with the Commercial Activities and Entities policy and procedure approved by Council.

iHosp Pty Ltd, a company established to further develop and commercialise hospital management software, is the only commercial activity currently on the register.

# Statutory Compliance

## Building Act 1993

Deakin University is subject to the *Building Act 1993*. To ensure compliance with the Act:

- all relevant works are subject to certification by an independent building surveyor, including the provision of a Certificate of Occupancy or Certificate of Final Inspection on completion
- checks are conducted to ensure that all building practitioners are registered under the Act as required for the duration of the services. No reports of building practitioners becoming deregistered during services have been received
- all projects are monitored by Deakin project managers or external consultants acting in that capacity on behalf of the University to ensure that all projects comply with the Act
- works undertaken by Deakin directly are covered by policies of insurance for public liability and professional indemnity taken out by the University.

## National competition policy and competitive neutrality requirements

Deakin University adheres to competition laws and applies the principles of the Competitive Neutrality Policy Victoria to relevant business activities, in particular to its commercial arm DeakinPrime in relation to pricing of tenders and bids, and also to other services offered to the public at large by the University and its wholly owned subsidiaries.

## Victorian Industry Participation Policy Disclosures (VIPP)

During 2016, one new Victorian State Government Grant was received for the ManuFutures project which requires compliance with VIPP policy.

During 2016, reporting was provided to the State Government for grants associated with the Australian Bureau of Statistics and the Geelong Student Accommodation Projects in relation to compliance with the VIPP.

## Protected Disclosure Act 2012

Under the *Protected Disclosure Act 2012*, the University must ensure that persons who have made protected disclosures under the Act are protected from detrimental action. The University has in place the Protection of Persons from Detrimental Action Procedure, which is accessible via <http://theguide.deakin.edu.au>

## Freedom of information

Deakin is subject to the *Freedom of Information Act 1982 (Vic)*.

In 2016 the University received 16 requests for access to documents under the Act. All of the requests were received from individuals. Eleven of these requests were for documents relating to the requesting party. Of the decisions provided by the University, five was referred to the FOI Commissioner for review.

## Making a request

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in s17 of the *Freedom of Information Act 1982*. In summary, the requirements for making a request are:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Deakin University should be addressed to:

Freedom of Information Officer  
Geelong Waterfront Campus  
Locked Bag 20001  
Geelong, Victoria 3220

## Further information

Subject to the provisions of the *Freedom of Information Act*, the following information is available on request:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- details of publications produced by the entity about itself, and how these can be obtained
- details of changes in prices, fees, charges, rates and levies charged by the entity;
- details of any major external reviews carried out on the entity
- details of major research and development activities undertaken by the entity
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- details of assessments and measures undertaken to improve the occupational health and safety of employees
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes

- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved
- details of all consultancies and contractors including:
  - consultants/contractors engaged
  - services provided
  - expenditure committed to for each engagement.

### Enquiries may be addressed to:

The Vice-Chancellor

Geelong Waterfront Campus

Locked Bag 20001

Geelong Victoria 3220

Telephone: +61 3 5227 8503

Facsimile: +61 3 5227 8500

Email: [vcoffice@deakin.edu.au](mailto:vcoffice@deakin.edu.au)

Web: [www.deakin.edu.au](http://www.deakin.edu.au)

Deakin University Annual Reports can be accessed at:

<http://www.deakin.edu.au/about-deakin>

# Financial Report



Statement of Comprehensive Income for the year ended 31 December 2016

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
Income from continuing operations	2	1,002,792	948,774	984,104	930,002
<b>Expenses from continuing operations</b>					
Employee related expenses	2	(568,792)	(514,140)	(566,980)	(510,826)
Depreciation and amortisation expense	2	(76,187)	(75,855)	(69,394)	(69,485)
Other expenses from continuing operations	2	(310,344)	(290,857)	(303,749)	(285,714)
<b>Total expenses from continuing operations</b>		<b>(955,323)</b>	<b>(880,852)</b>	<b>(940,123)</b>	<b>(866,025)</b>
<b>Net result</b>		<b>47,469</b>	<b>67,922</b>	<b>43,981</b>	<b>63,977</b>
<b>Other comprehensive income</b>					
Items that may be reclassified to profit or loss					
(Decrease) / increase in deferred government superannuation contributions	13	(5,826)	(4,261)	(5,826)	(4,261)
Decrease / (increase) in deferred employee benefits for superannuation	13	5,826	4,261	5,826	4,261
Gain / (loss) on value of available for sale financial assets	10	9,339	8,052	9,339	8,052
		<b>9,339</b>	<b>8,052</b>	<b>9,339</b>	<b>8,052</b>
<b>Items that will not be reclassified to profit or loss</b>					
Gain on revaluation of land	10	6,337	7,263	6,037	7,213
Gain on revaluation of buildings	10	80,591	77,840	75,411	70,691
Loss on revaluation of special library holdings	10	(738)	(8)	(738)	(8)
		<b>86,190</b>	<b>85,095</b>	<b>80,710</b>	<b>77,896</b>
<b>Total other comprehensive income</b>		<b>95,529</b>	<b>93,147</b>	<b>90,049</b>	<b>85,948</b>
<b>Total comprehensive income</b>		<b>142,998</b>	<b>161,069</b>	<b>134,030</b>	<b>149,925</b>
<b>Total comprehensive income attributable to / (from)</b>					
University		143,042	161,084	134,030	149,925
Non-controlling interest		(44)	(15)	-	-
		<b>142,998</b>	<b>161,069</b>	<b>134,030</b>	<b>149,925</b>

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

Statement of Financial Position as at 31 December 2016

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	3	32,541	22,830	32,541	22,830
Receivables	4	60,042	61,424	59,049	60,475
Inventories		230	308	230	308
Other financial assets	5	179,000	255,000	179,000	255,000
<b>TOTAL CURRENT ASSETS</b>		<b>271,813</b>	<b>339,562</b>	<b>270,820</b>	<b>338,613</b>
<b>NON-CURRENT ASSETS</b>					
Receivables	4	146,064	148,482	146,064	148,482
Other financial assets	5	316,936	227,762	480,829	357,789
Property, plant and equipment	6	1,587,783	1,440,289	1,397,462	1,318,178
Intangible assets	7	6,020	5,144	6,020	5,144
<b>TOTAL NON-CURRENT ASSETS</b>		<b>2,056,803</b>	<b>1,821,677</b>	<b>2,030,375</b>	<b>1,829,593</b>
<b>TOTAL ASSETS</b>		<b>2,328,616</b>	<b>2,161,239</b>	<b>2,301,195</b>	<b>2,168,206</b>
<b>CURRENT LIABILITIES</b>					
Trade and other payables	8	230,419	202,325	231,505	228,696
Provisions - employee benefits	9	92,641	91,290	92,011	90,860
<b>TOTAL CURRENT LIABILITIES</b>		<b>323,060</b>	<b>293,615</b>	<b>323,516</b>	<b>319,556</b>
<b>NON-CURRENT LIABILITIES</b>					
Provisions - employee benefits	9	158,277	163,343	158,252	163,253
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>158,277</b>	<b>163,343</b>	<b>158,252</b>	<b>163,253</b>
<b>TOTAL LIABILITIES</b>		<b>481,337</b>	<b>456,958</b>	<b>481,768</b>	<b>482,809</b>
<b>NET ASSETS</b>		<b>1,847,279</b>	<b>1,704,281</b>	<b>1,819,427</b>	<b>1,685,397</b>
<b>EQUITY</b>					
<b>Parent entity interest</b>					
Reserves	10	547,247	450,986	534,568	443,787
Retained earnings	11	1,300,091	1,253,310	1,284,859	1,241,610
<b>Parent entity interest</b>		<b>1,847,338</b>	<b>1,704,296</b>	<b>1,819,427</b>	<b>1,685,397</b>
Non-controlling interest		(59)	(15)	-	-
<b>TOTAL EQUITY</b>		<b>1,847,279</b>	<b>1,704,281</b>	<b>1,819,427</b>	<b>1,685,397</b>

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity for the year ended 31 December 2016

		Reserves	Retained Earnings	Total Parent Entity	Non-controlling Interest	Total
	Note	\$000's	\$000's	\$000's	\$000's	\$000's
<b>2016</b>						
<b>CONSOLIDATED</b>						
Total equity at the beginning of the financial year		450,986	1,253,310	1,704,296	(15)	1,704,281
Net result for the year	11	-	47,513	47,513	(44)	47,469
Transfers	10,11	732	(732)	-	-	-
Increase / (decrease) in Reserves	10	95,529	-	95,529	-	95,529
<b>Total equity at the end of the financial year</b>		<b>547,247</b>	<b>1,300,091</b>	<b>1,847,338</b>	<b>(59)</b>	<b>1,847,279</b>
<b>UNIVERSITY</b>						
Total equity at the beginning of the financial year		443,787	1,241,610	1,685,397	-	1,685,397
Net result for the year	11	-	43,981	43,981	-	43,981
Transfers	10,11	732	(732)	-	-	-
Increase / (decrease) in Reserves	10	90,049	-	90,049	-	90,049
<b>Total equity at the end of the financial year</b>		<b>534,568</b>	<b>1,284,859</b>	<b>1,819,427</b>	<b>-</b>	<b>1,819,427</b>
<b>2015</b>						
<b>CONSOLIDATED</b>						
Total equity at the beginning of the financial year		357,355	1,185,857	1,543,212	-	1,543,212
Net result for the year		-	67,937	67,937	(15)	67,922
Transfers		484	(484)	-	-	-
Increase / (decrease) in Reserves		93,147	-	93,147	-	93,147
<b>Total equity at the end of the financial year</b>		<b>450,986</b>	<b>1,253,310</b>	<b>1,704,296</b>	<b>(15)</b>	<b>1,704,281</b>
<b>UNIVERSITY</b>						
Total equity at the beginning of the financial year		357,355	1,178,117	1,535,472	-	1,535,472
Net result for the year		-	63,977	63,977	-	63,977
Transfers		484	(484)	-	-	-
Increase / (decrease) in Reserves		85,948	-	85,948	-	85,948
<b>Total equity at the end of the financial year</b>		<b>443,787</b>	<b>1,241,610</b>	<b>1,685,397</b>	<b>-</b>	<b>1,685,397</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows for the year ended 31 December 2016

Inflows / (outflows)	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Australian government grants	2.1	627,817	606,567	624,354	603,323
State government grants		9,459	14,237	9,005	8,699
HECS-HELP - student payments		22,762	20,304	22,762	20,304
Other research grants and contracts		25,276	21,894	25,315	21,645
Fees and charges		283,475	242,689	264,800	228,622
Dividends received		1,658	2,035	1,658	2,035
Interest received		26,226	18,050	29,409	20,941
Other income		43,258	45,112	43,217	46,926
Payments to employees		(562,447)	(513,734)	(560,742)	(510,513)
Payments to suppliers (inclusive of Goods and Services Tax)		(338,411)	(303,951)	(352,663)	(287,143)
Goods and Services Tax recovered		26,553	22,428	26,553	22,428
<b>Net cash provided by operating activities</b>	<b>12</b>	<b>165,626</b>	<b>175,631</b>	<b>133,668</b>	<b>177,267</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Proceeds from sale of property, plant and equipment		1,074	551	1,074	551
Proceeds from sale of subsidiary	12	1,589	1,538	1,589	1,538
Payments for property, plant and equipment		(151,633)	(107,148)	(82,109)	(107,094)
Payments for intangible assets		(1,684)	(1,594)	(1,684)	(1,594)
Payments for other financial assets		(5,261)	(64,100)	(8,961)	(68,000)
Loans to subsidiary companies		-	-	(33,866)	-
<b>Net cash outflow used in investing activities</b>		<b>(155,915)</b>	<b>(170,753)</b>	<b>(123,957)</b>	<b>(174,599)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Repayment of borrowings		-	(9)	-	(9)
<b>Net cash outflow used in financing activities</b>		<b>-</b>	<b>(9)</b>	<b>-</b>	<b>(9)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>9,711</b>	<b>4,869</b>	<b>9,711</b>	<b>2,659</b>
Cash and cash equivalents at the beginning of the financial year		22,830	23,572	22,830	20,171
Decrease in cash and cash equivalents from sale of subsidiary company	12	-	(5,611)	-	-
<b>Cash and cash equivalents at the end of the financial year</b>	<b>12</b>	<b>32,541</b>	<b>22,830</b>	<b>32,541</b>	<b>22,830</b>

The above statement of cash flows should be read in conjunction with the accompanying notes.

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied for all years reported unless otherwise stated. The financial statements include separate statements for Deakin University as the parent entity and the consolidated entity consisting of Deakin University and its subsidiaries. Deakin University and its subsidiaries are referred to in this financial report as the Group or the Consolidated Entity.

### Basis of Preparation

The annual financial statements represent the audited general purpose financial statements of Deakin University and its subsidiaries. They have been prepared on an accrual basis and comply with the Australian Accounting Standards. Deakin University applies Tier 1 reporting requirements. Additionally the statements have been prepared in accordance with the following statutory requirements:

- Higher Education Support Act 2003 (Financial Statement Guidelines)
- Victorian Financial Management Act 1994 (Standing Direction 4.2(c) and applicable Financial Reporting Directions)
- Australian Charities and Not-for-profits Commission Act 2012

Deakin University is a not-for-profit entity and these statements have been prepared on that basis. Some of the requirements for not-for-profit entities are inconsistent with the IFRS requirements.

### Historical cost convention

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets and certain classes of property, plant and equipment. All amounts in the financial statements are in Australian currency and have been rounded to the nearest thousand dollars. Unless otherwise stated, the accounting policies are consistent with those of the prior year.

### Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis. Actual results may at times vary from estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

### Accounting estimates and judgements

The areas involving a higher degree of judgement or complexity, or areas where assume estimates are significant to the financial statements are disclosed below:

(i) The Group's impairment policies are set out in Note 1(j) for investments and other financial assets and Note 1(l) for property, plant and equipment.

(ii) The Group's fair value measurement policies are set out in Note 1(k) for investments and other financial assets.

The Group assesses impairment at each reporting date by evaluating conditions specific to the Group that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined.

The carrying amount of an item of property, plant and equipment is derecognised when no future benefits are expected from its use. During the year management exercised judgment in relation to the carrying value of construction in progress which determined, that in one instance, no future benefits were expected. As a consequence of this a derecognition of construction in progress expense of \$13.7m was recorded.

Land, buildings, special library holdings and art collection are valued by external valuers every three years or if there is a material movement in their values.

### (a) BASIS OF CONSOLIDATION

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Deakin University as at 31 December 2016 and the results of all subsidiaries for the year then ended. A list of the subsidiaries is included in Note 19.

Intercompany transactions, balances and unrealised gains on transactions between the Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the assets transferred. The accounts of the subsidiaries are prepared for the same reporting period as the University, using consistent accounting policies.

### (b) REVENUE RECOGNITION

The University recognises research / grant income on the basis of its contractual obligations. If the contract has outstanding performance obligations or the unspent funding is to be repaid at the conclusion of the contract, then the income is recognised in accordance with AASB118 Revenue with reference to the percentage of completion method. The stage of completion is measured by reference to total expenditure incurred to date compared with the funding provided. The University regards the receipt of such income as a reciprocal transfer as the University is required to provide the necessary services in return for research funding. A liability is recognised in the Statement of Financial Position in respect of research / grant income which is unearned at the balance date. AASB118 Revenue requires revenue to be recognised in the reporting periods in which the services are provided.

Non-reciprocal research income, that is where approximate equal value is not directly returned to the provider of the income, is recognised when the University gains control of the income, or right to receive the income, in accordance with AASB1004 Contributions.

Revenue from fees and charges is recognised when earned. Revenue from the sale of goods is recognised upon the delivery of goods to customers. Revenue from the rendering of a service is recognised upon the delivery of the service to customers (stage of completion method) or in accordance with governing contracts. Interest revenue is recognised on an accrual basis. Dividend revenue is recognised when received. Donations and bequests are recognised when received by the University. Revenue from royalties is recognised as income when earned.

### (c) FINANCE COSTS

Finance costs are recognised as expenses in the period in which they are incurred. Finance costs include interest on bank overdraft and short-term and long-term borrowings, amortisation of ancillary costs incurred in connection with the arrangement of borrowings and finance lease charges.

**(d) LEASES**

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of incentives received from the lessor) are charged to the Statement of Comprehensive Income on a straight line basis over the period of the lease, in the periods in which they are incurred, as this represents the pattern of benefits derived from the leased assets.

**(e) INCOME TAX**

Deakin University and its wholly owned subsidiaries are exempt from income tax pursuant to Section 50 of the Income Tax Assessment Act 1997. Deakin University has one controlled entity that is not exempt from income tax. Income tax expense or benefit for the period is calculated as the tax payable on the current period's taxable income based on the income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses. Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities are settled, based on those tax rates which are enacted.

**(f) FOREIGN CURRENCY TRANSACTIONS**

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, Deakin University's functional and presentation currency.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income.

**(g) CASH AND CASH EQUIVALENTS**

For cash flow statement presentation purposes, cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position.

**(h) TRADE RECEIVABLES**

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for impairment. Trade receivables and other debtors are due for settlement no more than 30 days from the date that invoice was issued.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of receivables. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The movements of the provision are recognised in the Statement of Comprehensive Income.

**(i) INVENTORIES**

Inventories include goods held for sale. Inventories are measured at the lower of cost and net realisable value.

**(j) INVESTMENTS AND OTHER FINANCIAL ASSETS****Classification**

The Group classifies its investments in the following categories: available-for-sale financial assets, loans and receivables, and held-to-maturity investments. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at each reporting date.

**(i) Available-for-sale financial assets**

Available-for-sale financial assets, including listed and unlisted equity securities, are non-derivatives that are either designated in this category or not classified in any other category. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the Statement of Financial Position date.

Unlisted equity securities are carried at cost. If the market is not active for unlisted securities, the Group establishes fair value by providing for the temporary diminution in the value of the investment based on the underlying net asset base of the security from the latest available accounts. All changes in provisions for diminution in value are taken through the Statement of Comprehensive Income.

**(ii) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise when the Group provides money, goods or services directly to a debtor with no intention of selling the receivable. They are included in current assets, except those with maturities greater than 12 months after the Statement of Financial Position date which are classified as non-current assets. Loans and receivables are included in receivables in the Statement of Financial Position.

**(iii) Held-to-maturity investments**

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Group's management has the positive intention and ability to hold to maturity.

Purchases and sales of investments are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred, and the Group has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the Statement of Comprehensive Income as gains or losses from investment securities.

**Subsequent measurement**

Available-for-sale financial assets are subsequently carried at fair value. Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Changes in the fair value of non-monetary securities classified as available-for-sale are recognised in equity in the available-for-sale investments revaluation reserve.

**Fair value**

The fair values of investments and other financial assets are based on quoted prices in an active market. If the market for a financial asset is not active (and for unlisted securities), the Group establishes fair value by using valuation techniques, that maximise the use of relevant data. These include reference to the estimated price in an orderly transaction that would take place between market participants at the measurement date. Other valuation techniques used are the cost approach and the income approach based on the characteristics of the asset and the assumptions made by market participants.

**Impairment**

The Group assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity and recognised in the Statement of Comprehensive Income. Impairment losses recognised in the Statement of Comprehensive Income on equity instruments are not reversed through the Statement of Comprehensive Income.

**(k) FAIR VALUE MEASUREMENT**

The fair value of assets and liabilities are measured for recognition and disclosure purposes.

The Group classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value of assets or liabilities traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices for identical assets or liabilities at the end of the reporting period (level 1). The quoted market price used for assets held by the Group is the most representative of fair value in the circumstances within the bid-ask spread.

The fair value of assets or liabilities that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at the end of each reporting period. Quoted market prices or dealer quotes for similar instruments (level 2) are used for long-term debt instruments held. Other techniques that are not based on observable market data (level 3) such as estimated discounted cash flows, are used to determine fair value for the remaining assets and liabilities. The fair value of forward exchange contracts is determined using forward exchange market rates at the end of the reporting period. The level in the fair value hierarchy is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety.

Fair value measurement of non-financial assets is based on the highest and best use of the asset. The Group considers market participants use of, or purchase price of the asset, to use it in a manner that would be highest and best use.

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values due to their short-term nature. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

**(l) PROPERTY, PLANT AND EQUIPMENT**

Land, buildings, art collection and special library collections are shown at fair value based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset. Individual items of plant and equipment with a cost less than \$5,000 (2015: \$5,000) are charged to the Statement of Comprehensive Income (refer Note 2.11). All other property, plant and equipment are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group, and the cost of the item can be measured reliably. All repairs and maintenance are charged to the Statement of Comprehensive Income during the financial period in which they are incurred.

Increases in the carrying amounts arising on revaluation of land and buildings are credited to the asset revaluation reserve in equity. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit and loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserve directly in equity to the extent of the remaining reserve attributable to the class of asset; all other decreases are charged to the Statement of Comprehensive Income.

Land, art collection and library special collections are not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

**Major depreciation periods are:**

	2016	2015
Buildings	1 to 50 years	1 to 50 years
Leasehold improvements	3 to 5 years	3 to 5 years
Plant and equipment	2 to 20 years	2 to 20 years
Motor vehicles	6.5 to 10 years	6.5 to 10 years
Library holdings	2 to 10 years	2 to 10 years

The residual value and useful life of assets are reviewed, and adjusted if appropriate, at each Statement of Financial Position date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Statement of Comprehensive Income.

**Impairment of assets**

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

**(m) INTANGIBLE ASSETS**

Intangible assets comprise Medical School licence fees and electronic publications for library holdings.

Medical School licence fees are fully amortised.

Electronic publications are split into perpetual access and annual subscription based access to database licences. Perpetual access based publications are capitalised and amortised on a straight line basis over a period of 10 years. The publications are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. Annual subscription based publications are expensed as incurred.

**(n) TRADE AND OTHER PAYABLES**

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

**(o) BORROWINGS**

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities, unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the Statement of Financial Position date.

**(p) PROVISION - EMPLOYEE BENEFITS**

Provision is made for benefits accruing to employees in respect of annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits are measured based on their expected settlement. Provisions which are expected to be settled wholly within twelve months are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions which are not expected to be settled wholly within twelve months are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

The wage inflation rate and the discount rates used in the calculation of the present value are as advised by the Department of Treasury and Finance for the reporting period.

Regardless of the expected timing of settlement, provisions made in respect of employee benefits are classified as a current liability unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it would be classified as a non-current liability. Provisions made for annual leave and unconditional long service leave would be classified as a current liability where the employee has a present entitlement to the benefit. A non-current liability would include long service leave entitlements accrued for employees with less than 7 or less than 10 years of continuous service, in accordance with the respective employment arrangements.

**(q) DEFERRED EMPLOYEE BENEFITS FOR SUPERANNUATION**

In accordance with the 1998 instructions issued by the Department of Education, Training and Youth Affairs (DETYA) now known as the Department of Education and Training (Education), the effects of the unfunded superannuation liabilities of Deakin University were recorded in the Statement of Comprehensive Income and the Statement of Financial Position for the first time in 1998.

The prior years' practice had been to disclose liabilities by way of a note to the financial statements. Accordingly, the unfunded liabilities have been recognised in the Statement of Financial Position under provisions, with a corresponding asset recognised under receivables. The recognition of both the asset and the liability consequently does not affect the year-end net asset position of Deakin University.

AASB119 Employee Benefits requires that the estimated present value of superannuation obligations recognised in the financial statements should be determined as at balance date. These financial statements recognise estimated superannuation obligations in respect of the State Superannuation Fund using an actuarial estimate as at 31 December 2016. Note 13 discloses specific treatment.

**(r) EQUITY**

Equity represents the residual interest in the net assets of the University. The State Government holds the equity interest in the University on behalf of the community.

Equity consists of the Asset Revaluation Surplus, Investments - available for sale financial assets, Endowment Fund Reserve and Retained Surplus.

**(s) GOODS AND SERVICES TAX (GST)**

Revenues, expenses and assets (excluding receivables) are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority, is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

Commitments are presented on a gross basis.

**(t) ROUNDING OF AMOUNTS**

Amounts in the financial report have been rounded to the nearest thousand dollars.

**(u) COMPARATIVE FIGURES**

Where necessary, comparative figures have been adjusted to conform with changes in presentation in the current year.

**(v) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS**

As at balance date, the following relevant standards and interpretations had been issued but were not mandatory for the financial year. The University has not adopted and does not intend to adopt these standards early.

Standard/Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on financial statements
<b>AASB 9 Financial Instruments</b>	The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.	1-Jan-18	The assessment has identified that the financial impact of available for sale (AFS) assets will now be reported through other comprehensive income (OCI) and no longer recycled to the profit and loss.  While the preliminary assessment has not identified any material impact arising from AASB 9, it will continue to be monitored and assessed.
<b>AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)</b>	The requirements for classifying and measuring financial liabilities were added to AASB 9. The existing requirements for the classification of financial liabilities and the ability to use the fair value option have been retained. However, where the fair value option is used for financial liabilities the change in fair value is accounted for as follows: <ul style="list-style-type: none"> <li>• The change in fair value attributable to changes in credit risk is presented in other comprehensive income (OCI); and</li> <li>• Other fair value changes are presented in profit and loss. If this approach creates or enlarges an accounting mismatch in the profit or loss, the effect of the changes in credit risk are also presented in profit or loss.</li> </ul>	1-Jan-18	The assessment has identified that the amendments are likely to result in earlier recognition of impairment losses and at more regular intervals.  Changes in own credit risk in respect of liabilities designated at fair value through profit and loss will now be presented within other comprehensive income (OCI).  Hedge accounting will be more closely aligned with common risk management practices making it easier to have an effective hedge.  For entities with significant lending activities, an overhaul of related systems and processes may be needed.
<b>AASB 2014-1 Amendments to Australian Accounting Standards [Part E Financial Instruments]</b>	Amends various AASs to reflect the AASB's decision to defer the mandatory application date of AASB 9 to annual reporting periods beginning on or after 1 January 2018 as a consequence of Chapter 6 Hedge Accounting, and to amend reduced disclosure requirements.	1-Jan-18	This amending standard will defer the application period of AASB 9 to the 2018-19 reporting period in accordance with the transition requirements.
<b>AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9</b>	Amends various AASs to incorporate the consequential amendments arising from the issuance of AASB 9.	1-Jan-18	The assessment has indicated that there will be no significant impact for the public sector.
<b>AASB 15 Revenue from Contracts with Customers</b>	The core principle of AASB 15 requires an entity to recognise revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer.	1-Jan-19	The changes in revenue recognition requirements in AASB 15 may result in changes to the timing and amount of revenue recorded in the financial statements. The Standard may also require additional disclosures on service revenue and contract modifications.  Revenue that was deferred and amortised over a period may now need to be recognised immediately as a transitional adjustment against the opening retained earnings if there are no former performance obligations outstanding.

Standard/Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on financial statements
<b>AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15</b>	<p>Amends the measurement of trade receivables and the recognition of dividends.</p> <p>Trade receivables, that do not have a significant financing component, are to be measured at their transaction price, at initial recognition.</p> <p>Dividends are recognised in the profit and loss only when:</p> <ul style="list-style-type: none"> <li>• the entity's right to receive payment of the dividend is established;</li> <li>• it is probable that the economic benefits associated with the dividend will flow to the entity; and</li> <li>• the amount can be measured reliably.</li> </ul>	1 Jan 2017, except amendments to AASB 9 (Dec 2009) and AASB 9 (Dec 2010) apply from 1 Jan 2018	The assessment has indicated that there will be no significant impact for the public sector.
<b>AASB 2015-8 Amendments to Australian Accounting Standards – Effective Date of AASB 15</b>	This Standard defers the mandatory effective date of AASB 15 from 1 January 2017 to 1 January 2018.	1-Jan-17	This amending standard will defer the application period of AASB 15 to the 2018-19 reporting period in accordance with the transition requirements.
<b>AASB 2016-7 Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities</b>	This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.	1-Jan-17	This amending standard will defer the application period of AASB 15 for not-for-profit entities to the 2019-20 reporting period in accordance with the transition requirements.
<b>AASB 2016-3 Amendments to Australian Accounting Standards – Clarifications to AASB 15</b>	<p>This Standard amends AASB 15 to clarify the requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. The amendments require:</p> <ul style="list-style-type: none"> <li>• A promise to transfer to a customer a good or service that is 'distinct' to be recognised as a separate performance obligation;</li> <li>• For items purchased online, the entity is a principal if it obtains control of the good or service prior to transferring to the customer; and</li> <li>• For licences identified as being distinct from other goods or services in a contract, entities need to determine whether the licence transfers to the customer over time (right to use) or at a point in time (right to access).</li> </ul>	1-Jan-18	The assessment has indicated that there will be no significant impact for the public sector, other than the impact identified in AASB 15.
<b>AASB 16 Leases</b>	The key changes introduced by AASB 16 include the recognition of most operating leases (which are current not recognised) on balance sheet.	1-Jan-19	<p>The assessment has indicated that as most operating leases will come on balance sheet, recognition of lease assets and lease liabilities will cause net debt to increase.</p> <p>Depreciation of lease assets and interest on lease liabilities will be recognised in the income statement with marginal impact on the operating surplus.</p> <p>The amounts of cash paid for the principal portion of the lease liability will be presented within financing activities and the amounts paid for the interest portion will be presented within operating activities in the cash flow statement.</p> <p>No change for lessors.</p>

Deakin University and its subsidiaries did not undertake any Early Adoption of Authoritative Accounting Pronouncements in the current financial year.

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
2. OPERATING RESULT		\$000's	\$000's	\$000's	\$000's
<b>Income from continuing operations</b>					
Australian government financial assistance					
Australian Government grants	2.1	370,392	362,896	366,929	359,652
HELP - Australian government payments	2.1	241,925	236,080	241,925	236,080
State Government financial assistance	2.2	10,402	14,667	9,948	9,129
HECS-HELP - Student payments		18,072	19,731	18,072	19,731
Fees and charges	2.3	268,128	235,125	250,288	219,339
Investment revenue	2.4	25,125	21,948	28,308	24,840
Other investment income	2.4	580	1,000	580	637
Royalties		18,645	16,572	18,645	16,572
Consultancy and contract research	2.5	24,594	21,314	24,594	21,048
Other revenue	2.6	24,929	19,441	24,815	22,974
<b>Income from continuing operations</b>		<b>1,002,792</b>	<b>948,774</b>	<b>984,104</b>	<b>930,002</b>
<b>Expenses from continuing operations</b>					
Employee related expenses	2.7	568,792	514,140	566,980	510,826
Depreciation and amortisation	2.8	76,187	75,855	69,394	69,485
Other expenses from continuing operations					
Repairs and maintenance	2.9	48,102	46,285	45,340	44,042
Impairment of assets	2.10	4,008	9,463	7,695	13,361
Derecognition of construction in progress	6	13,731	-	13,731	-
Other expenses	2.11	244,503	235,109	236,983	228,311
		310,344	290,857	303,749	285,714
<b>Expenses from continuing operations</b>		<b>955,323</b>	<b>880,852</b>	<b>940,123</b>	<b>866,025</b>
<b>Net result</b>		<b>47,469</b>	<b>67,922</b>	<b>43,981</b>	<b>63,977</b>

		CONSOLIDATED		UNIVERSITY		
		2016	2015	2016	2015	
2.1	AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE including Australian Government loan programs (HELP)	Note	\$000's	\$000's	\$000's	\$000's
	<b>Commonwealth Grants Scheme and Other Grants</b>					
	Commonwealth Grants Scheme		283,061	271,938	283,061	271,938
	Indigenous Support Program		1,564	1,575	1,564	1,575
	Higher Education Participation Program		5,764	4,904	5,764	4,904
	Disability Performance Funding		52	49	52	49
	Additional Support for Students with Disabilities		380	348	380	348
	Promotion of Excellence in Learning and Teaching		695	326	695	326
	Superannuation Program		13,056	13,937	13,056	13,937
		22.1	304,572	293,077	304,572	293,077
	<b>Higher Education Loan Programs</b>					
	HECS-HELP		195,407	190,779	195,407	190,779
	FEE-HELP		42,513	41,323	42,513	41,323
	SA-HELP		4,005	3,978	4,005	3,978
		22.2	241,925	236,080	241,925	236,080
	<b>Scholarships</b>					
	Australian Postgraduate Awards		5,224	4,771	5,224	4,771
	Indigenous Commonwealth Scholarships		138	(34)	138	(34)
	Commonwealth Accommodation Scholarships		52	(30)	52	(30)
	Indigenous Access Scholarships		221	99	221	99
	International Postgraduate Research Scholarship		401	370	401	370
		22.3	6,036	5,176	6,036	5,176
	<b>EDUCATION Research</b>					
	Research Infrastructure Block Grants		3,345	2,898	3,345	2,898
	Research Training Scheme		12,421	11,509	12,421	11,509
	Joint Research Engagement Program		5,018	5,169	5,018	5,169
	Sustainable Research Excellence in Universities		2,686	2,114	2,686	2,114
		22.4	23,470	21,690	23,470	21,690
	<b>Other Capital Funding</b>					
	Better Universities Renewal Funding		921	17	921	17
	Education Investment Fund		100	2,900	100	2,900
		22.7	1,021	2,917	1,021	2,917
	<b>Total funding</b>		577,024	558,940	577,024	558,940
	<b>Australian Research Council</b>					
	<b>Discovery</b>					
	Projects		5,729	5,867	5,729	5,867
	Fellowships		1,832	2,152	1,832	2,152
		22.5	7,561	8,019	7,561	8,019
	<b>Linkages</b>					
	Infrastructure		368	510	368	510
	Projects		1,607	1,568	1,607	1,568
	Industrial Transformational Research Program		1,994	1,435	1,994	1,435
		22.6	3,969	3,513	3,969	3,513
	<b>Other Australian Government financial assistance</b>					
	Non-Capital		23,763	28,504	20,300	25,260
	<b>Other Australian Government financial assistance</b>		23,763	28,504	20,300	25,260
	<b>Total Australian Government financial assistance</b>		612,317	598,976	608,854	595,732

		CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
<b>2.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE</b>					
including Australian Government loan programs (HELP) (CONTINUED)	Note	\$000's	\$000's	\$000's	\$000's
<b>Reconciliation</b>					
Australian Government grants	2	370,392	362,896	366,929	359,652
HECS-HELP payments		195,407	190,779	195,407	190,779
FEE- HELP payments		42,513	41,323	42,513	41,323
SA-HELP payments		4,005	3,978	4,005	3,978
	2	241,925	236,080	241,925	236,080
<b>Total Australian Government financial assistance</b>		<b>612,317</b>	<b>598,976</b>	<b>608,854</b>	<b>595,732</b>
<b>Australian Government grants received - cash basis</b>					
Commonwealth Grants Scheme and other EDUCATION grants	22.1	308,504	294,554	308,504	294,554
Higher Education Loan Programs	22.2	245,451	236,440	245,451	236,440
Scholarships	22.3	6,036	5,398	6,036	5,398
EDUCATION research	22.4	23,470	21,690	23,470	21,690
Other Capital Funding	22.7	100	2,900	100	2,900
ARC grants - Discovery	22.5	7,561	8,019	7,561	8,019
ARC grants - Linkages	22.6	3,969	3,513	3,969	3,513
Other Australian Government grants		33,878	31,797	30,415	28,553
<b>Total Australian Government grants received - cash basis</b>		<b>628,969</b>	<b>604,311</b>	<b>625,506</b>	<b>601,067</b>
OS-HELP (net)	22.8	(1,152)	2,256	(1,152)	2,256
<b>Total Australian Government funding received - cash basis</b>		<b>627,817</b>	<b>606,567</b>	<b>624,354</b>	<b>603,323</b>
<b>2.2 STATE GOVERNMENT FINANCIAL ASSISTANCE</b>					
State government grants received during the reporting period:					
Capital		2,311	6,888	1,857	1,350
Non-Capital		8,091	7,779	8,091	7,779
<b>Total State Government financial assistance</b>	2	<b>10,402</b>	<b>14,667</b>	<b>9,948</b>	<b>9,129</b>
<b>2.3 FEES AND CHARGES</b>					
<b>Course fees and charges</b>					
Fee-paying onshore overseas students		194,822	167,389	194,822	167,389
Fee-paying offshore overseas students		509	268	509	268
Fee-paying domestic undergraduate students		140	232	140	232
Fee-paying domestic postgraduate students		14,633	14,710	14,633	14,710
Fee-paying domestic non-award students		12,086	12,774	12,086	12,774
		<b>222,190</b>	<b>195,373</b>	<b>222,190</b>	<b>195,373</b>
<b>Other non-course fees and charges</b>					
Student accommodation fees		18,033	15,943	193	157
Rental income		1,591	1,500	1,591	1,500
Student Services and Amenities Fees from students		1,959	2,435	1,959	2,435
Non-accredited learning and development of consultancy programs		7,827	5,006	7,827	5,006
Parking fees		5,406	5,325	5,406	5,325
Other fees		11,122	9,543	11,122	9,543
		<b>45,938</b>	<b>39,752</b>	<b>28,098</b>	<b>23,966</b>
<b>Total fees and charges</b>	2	<b>268,128</b>	<b>235,125</b>	<b>250,288</b>	<b>219,339</b>

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2016

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>2.4 INVESTMENT REVENUE AND OTHER INVESTMENT INCOME</b>					
Interest and distributions from managed funds		23,467	19,913	23,467	19,897
Interest received from subsidiaries		-	-	3,183	2,908
Dividends		1,658	2,035	1,658	2,035
<b>Investment revenue</b>	2	<b>25,125</b>	<b>21,948</b>	<b>28,308</b>	<b>24,840</b>
Cumulative gain reclassified from equity on disposal of available-for-sale financial assets		379	-	379	-
Profit on sale of available for sale financial assets		201	1,000	201	637
<b>Other investment income</b>	2	<b>580</b>	<b>1,000</b>	<b>580</b>	<b>637</b>
<b>Total investment revenue</b>		<b>25,705</b>	<b>22,948</b>	<b>28,888</b>	<b>25,477</b>
<b>2.5 CONSULTANCY AND CONTRACT RESEARCH</b>					
Consultancy		984	1,014	984	748
Contract research		23,610	20,300	23,610	20,300
<b>Total consultancy and contract research</b>	2	<b>24,594</b>	<b>21,314</b>	<b>24,594</b>	<b>21,048</b>
<b>2.6 OTHER REVENUE</b>					
Sales and commercial income		3,485	3,916	3,443	1,969
Donations and bequests		945	699	945	6,181
Scholarship and prizes		903	841	903	841
Training and conference income		2,395	1,245	2,395	1,245
Other		17,201	12,740	17,129	12,738
<b>Total other revenue</b>	2	<b>24,929</b>	<b>19,441</b>	<b>24,815</b>	<b>22,974</b>
<b>2.7 EMPLOYEE RELATED EXPENSES</b>					
<b>Academic</b>					
Salaries		223,982	202,678	223,982	202,678
Contributions to superannuation and pension schemes:					
Emerging cost		6,745	7,268	6,745	7,268
Funded contributions		33,375	30,863	33,375	30,863
Non-funded contributions		5	6	5	6
Payroll tax		12,350	11,714	12,350	11,714
Workers compensation		818	1,072	818	1,072
Long service leave		4,635	2,142	4,635	2,142
Annual leave		14	723	14	723
Other		9,279	8,705	9,279	8,705
		<b>291,203</b>	<b>265,171</b>	<b>291,203</b>	<b>265,171</b>
<b>Non-academic</b>					
Salaries		210,972	189,571	209,467	186,150
Contributions to superannuation and pension schemes:					
Emerging cost		6,307	6,675	6,307	6,675
Funded contributions		31,340	28,320	31,228	28,063
Non-funded contributions		4	5	4	5
Payroll tax		11,986	11,056	11,917	10,913
Workers compensation		749	1,014	729	994
Long service leave		4,597	1,646	4,597	1,727
Annual leave		105	237	15	735
Other		11,529	10,445	11,513	10,393
		<b>277,589</b>	<b>248,969</b>	<b>275,777</b>	<b>245,655</b>
<b>Total employee related expenses</b>	2	<b>568,792</b>	<b>514,140</b>	<b>566,980</b>	<b>510,826</b>

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>2.8 DEPRECIATION AND AMORTISATION</b>					
<b>Depreciation</b>					
Buildings		25,914	22,573	23,265	20,216
Plant and equipment		45,392	48,062	41,248	44,055
Motor vehicles		876	946	876	946
Library holdings		2,006	2,433	2,006	2,433
		<b>74,188</b>	<b>74,014</b>	<b>67,395</b>	<b>67,650</b>
<b>Amortisation</b>					
Leasehold improvements		1,191	1,197	1,191	1,191
Intangible assets		808	644	808	644
		<b>1,999</b>	<b>1,841</b>	<b>1,999</b>	<b>1,835</b>
<b>Total depreciation and amortisation</b>	2	<b>76,187</b>	<b>75,855</b>	<b>69,394</b>	<b>69,485</b>
<b>2.9 REPAIRS AND MAINTENANCE</b>					
Buildings and grounds - refurbishment, maintenance and repairs		44,985	43,410	42,298	41,187
Equipment - maintenance and repairs		2,873	2,646	2,798	2,626
Motor vehicles - maintenance and repairs		244	229	244	229
<b>Total repairs and maintenance</b>	2	<b>48,102</b>	<b>46,285</b>	<b>45,340</b>	<b>44,042</b>
<b>2.10 IMPAIRMENT OF ASSETS</b>					
Movement in provision for impaired receivables		2,002	605	1,989	603
Impairment of available for sale financial assets - subsidiaries		-	-	3,700	3,900
Impairment of available for sale financial assets - unlisted equity securities		2,006	8,858	2,006	8,858
<b>Total impairment of assets</b>	2	<b>4,008</b>	<b>9,463</b>	<b>7,695</b>	<b>13,361</b>
<b>2.11 OTHER EXPENSES</b>					
Advertising, marketing and promotional expenses		20,890	14,964	20,345	14,578
Communication costs		4,554	4,182	4,536	4,122
Consultants and contractors		12,508	19,327	12,253	19,044
Contributions to learning institutions		4,307	5,277	4,307	5,277
Copying, printing, stationery and consumables		10,526	9,519	10,495	9,478
Course materials		291	217	291	217
Equipment costs		18,078	14,890	16,920	13,344
Infrastructure payments		411	9,150	411	9,150
International agents commission		14,321	12,667	14,297	12,627
Library expenses		10,995	9,156	10,995	9,156
Loss on disposed property, plant and equipment		497	336	497	336
Non-capitalised equipment	1(l)	6,975	7,549	6,933	7,478
Operating lease rentals		11,162	9,713	11,188	9,805
Rates and energy costs		8,321	7,812	7,424	7,042
Scholarships, grants and prizes		45,436	38,698	45,428	38,692
Staffing and related costs		23,442	22,656	23,253	22,484
Student expenses		30,580	26,792	30,267	26,536
Other		21,209	22,204	17,143	18,945
<b>Total other expenses</b>	2	<b>244,503</b>	<b>235,109</b>	<b>236,983</b>	<b>228,311</b>

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>3. CASH AND CASH EQUIVALENTS</b>					
Cash at bank		4,008	4,059	4,008	4,059
Cash on hand		2	10	2	10
Bank deposits - on call		4,031	761	4,031	761
Bank term deposits		24,500	18,000	24,500	18,000
	12,20,21	<b>32,541</b>	<b>22,830</b>	<b>32,541</b>	<b>22,830</b>
<b>4. RECEIVABLES</b>					
<b>CURRENT</b>					
Student fees		11,452	4,126	11,452	4,126
Provision for impaired receivables		(1,000)	(1,000)	(1,000)	(1,000)
		<b>10,452</b>	<b>3,126</b>	<b>10,452</b>	<b>3,126</b>
Trade debtors and other debtors		14,091	14,199	14,038	14,033
Provision for impaired receivables		(1,704)	(798)	(1,690)	(783)
		<b>12,387</b>	<b>13,401</b>	<b>12,348</b>	<b>13,250</b>
	20,21	<b>22,839</b>	<b>16,527</b>	<b>22,800</b>	<b>16,376</b>
Government grants receivable		-	4,684	-	4,684
Deferred government contribution for superannuation	13	13,074	13,966	13,074	13,966
Accrued income		3,702	6,489	1,391	4,297
Prepayments		15,886	14,901	17,243	16,295
GST recoverable		4,541	4,857	4,541	4,857
		<b>60,042</b>	<b>61,424</b>	<b>59,049</b>	<b>60,475</b>
<b>NON-CURRENT</b>					
Deferred government contribution for superannuation	13	142,526	147,460	142,526	147,460
Other debtors		3,538	1,022	3,538	1,022
	21	<b>146,064</b>	<b>148,482</b>	<b>146,064</b>	<b>148,482</b>
		<b>206,106</b>	<b>209,906</b>	<b>205,113</b>	<b>208,957</b>
As at 31 December 2016, trade receivables of the Group \$1,732k (2015: \$3,752k) were past due but not impaired. These relate to a number of trade debtors for whom there is no recent history of default. The ageing analysis of these receivables is as follows:					
Less than 3 months		1,293	1,022	1,259	980
3 to 6 months		433	1,909	428	1,901
6 to 12 months		5	799	5	795
Over 12 months		1	22	1	15
		<b>1,732</b>	<b>3,752</b>	<b>1,693</b>	<b>3,691</b>
<b>IMPAIRED RECEIVABLES</b>					
As at 31 December 2016, current receivables of the Group with a nominal value of \$2,704k (2015: \$1,798k) were impaired. The amount of the provision was \$2,704k (2015: \$1,798k). The individually impaired receivables relate to students and trade debtors who are in unexpectedly difficult economic situations. It was assessed that a portion of the receivables is expected to be recovered.					
The ageing of these receivables is as follows:					
Less than 3 months		8	2	-	2
3 to 6 months		516	8	509	3
6 to 12 months		1,936	1,011	1,936	1,004
Over 12 months		244	777	245	774
		<b>2,704</b>	<b>1,798</b>	<b>2,690</b>	<b>1,783</b>

	CONSOLIDATED		UNIVERSITY	
	2016	2015	2016	2015
	\$000's	\$000's	\$000's	\$000's
<b>4. RECEIVABLES (CONTINUED)</b>				
<b>MOVEMENTS IN THE PROVISION FOR IMPAIRED RECEIVABLES</b>				
At 1 January	1,798	1,966	1,783	1,953
Provision for impairment recognised during the year	2,002	605	1,989	603
Receivables written off during the year as uncollectible	(1,096)	(773)	(1,082)	(773)
At 31 December	<b>2,704</b>	<b>1,798</b>	<b>2,690</b>	<b>1,783</b>

The creation and release of the provision for impaired receivables has been included in 'Impairment of Assets' in the Statement of Comprehensive Income. Amounts charged to the provision account are generally written off when there is no expectation of recovering additional cash.

The other amounts within receivables do not contain impaired assets and are not past due. Based on credit history, it is expected that these amounts will be received when due.

#### FAIR VALUES AND CREDIT RISK

Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value. The fair values and carrying values of non-current receivables of Deakin University and its subsidiaries are as follows:

	CARRYING AMOUNT		FAIR VALUE	
	2016	2015	2016	2015
	\$000's	\$000's	\$000's	\$000's
Deferred government contribution for superannuation	142,526	147,460	142,526	147,460
Other debtors	3,538	1,022	3,126	997
	<b>146,064</b>	<b>148,482</b>	<b>145,652</b>	<b>148,457</b>

Deferred government contribution for superannuation is offset by a liability to the Victorian Government of equal value. An arrangement exists between the Australian Government and the State Government to meet the unfunded liability for Deakin University's beneficiaries of the State Superannuation Scheme on an emerging cost basis. This arrangement is evidenced by the State Grants (General Revenue) Amendment Act 1987, Higher Education Funding Act 1988 and subsequent amending legislation.

The maximum exposure to credit risk at the reporting date is the higher of the carrying value and fair value of each class of receivables mentioned above. The Group does not hold any collateral as security. Refer to Note 20 for more information on the Financial risk management approach of the Group.

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>5. OTHER FINANCIAL ASSETS</b>					
<b>CURRENT</b>					
<i>Financial assets held-to-maturity</i>					
Bank term deposit		179,000	255,000	179,000	255,000
	20,21	<b>179,000</b>	<b>255,000</b>	<b>179,000</b>	<b>255,000</b>
<b>NON-CURRENT</b>					
<i>Financial assets available for sale</i>					
Listed equity securities		3,333	4,833	3,333	4,833
Managed funds - fixed interest, Australian listed and global equities		296,119	210,353	296,119	210,353
Unlisted equity securities - at cost		17,768	12,683	17,768	12,683
Impairment for unlisted equity securities		(11,311)	(9,305)	(11,311)	(9,305)
Unlisted equity securities - at revaluation		11,027	9,198	11,027	9,198
		<b>17,484</b>	<b>12,576</b>	<b>17,484</b>	<b>12,576</b>
<b>Financial assets available for sale</b>		<b>316,936</b>	<b>227,762</b>	<b>316,936</b>	<b>227,762</b>

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
5. OTHER FINANCIAL ASSETS (CONTINUED)		\$000's	\$000's	\$000's	\$000's
<i>Loan receivables</i>					
Loans to subsidiaries		-	-	81,342	47,476
<b>Loan receivables</b>		<b>-</b>	<b>-</b>	<b>81,342</b>	<b>47,476</b>
<i>Subsidiaries</i>					
Shares in subsidiaries - at cost	19	-	-	91,036	87,336
Impairment for investments in subsidiaries		-	-	(8,485)	(4,785)
<b>Subsidiaries</b>		<b>-</b>	<b>-</b>	<b>82,551</b>	<b>82,551</b>
	21	<b>316,936</b>	<b>227,762</b>	<b>480,829</b>	<b>357,789</b>
		<b>495,936</b>	<b>482,762</b>	<b>659,829</b>	<b>612,789</b>
<p>Shares in subsidiaries are valued at their current net worth by providing for the impairment in the value of the investment. Unlisted equity securities are carried at cost. Where there has been a temporary diminution in the value of the investment, a provision for impairment is made based on the underlying net asset base of the security from the latest available accounts. All changes in impairment in value are taken through the Statement of Comprehensive Income (refer Note 2.10).</p> <p>Deakin University and its subsidiaries did not hold any Investment Properties, as defined in AASB 140 Investment property, in the current financial year.</p>					
<b>6. PROPERTY, PLANT AND EQUIPMENT</b>					
<b>LAND</b>					
At independent valuation 2016	6(a)	173,420	-	171,920	-
At independent valuation 2015		-	167,523	-	166,323
		<b>173,420</b>	<b>167,523</b>	<b>171,920</b>	<b>166,323</b>
<b>BUILDINGS</b>					
At independent valuation 2016	6(a)	982,634	-	877,703	-
At independent valuation 2015		-	741,259	-	672,939
At cost		7,248	168,889	7,248	142,118
Accumulated depreciation		(4,785)	(5,526)	(4,289)	(4,377)
		<b>985,097</b>	<b>904,622</b>	<b>880,662</b>	<b>810,680</b>
<b>CONSTRUCTION IN PROGRESS</b>					
Construction in progress		129,691	76,258	71,825	76,258
		<b>129,691</b>	<b>76,258</b>	<b>71,825</b>	<b>76,258</b>
<b>LEASEHOLD IMPROVEMENTS</b>					
At cost		5,876	11,166	5,876	11,166
Accumulated amortisation		(5,068)	(8,801)	(5,068)	(8,801)
		<b>808</b>	<b>2,365</b>	<b>808</b>	<b>2,365</b>
<b>PLANT AND EQUIPMENT</b>					
At cost		516,031	484,684	475,888	448,137
Accumulated depreciation		(242,164)	(221,831)	(228,541)	(212,253)
		<b>273,867</b>	<b>262,853</b>	<b>247,347</b>	<b>235,884</b>
<b>MOTOR VEHICLES</b>					
At cost		6,725	7,074	6,725	7,074
Accumulated depreciation		(3,280)	(3,138)	(3,280)	(3,138)
		<b>3,445</b>	<b>3,936</b>	<b>3,445</b>	<b>3,936</b>

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
6. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)		\$000's	\$000's	\$000's	\$000's
<b>LIBRARY HOLDINGS</b>					
At cost		41,524	43,417	41,524	43,417
Accumulated depreciation		(36,521)	(37,339)	(36,521)	(37,339)
		<b>5,003</b>	<b>6,078</b>	<b>5,003</b>	<b>6,078</b>
<b>SPECIAL LIBRARY HOLDINGS</b>					
At independent valuation 2015	6(b)	6,735	7,473	6,735	7,473
		<b>6,735</b>	<b>7,473</b>	<b>6,735</b>	<b>7,473</b>
		<b>11,738</b>	<b>13,551</b>	<b>11,738</b>	<b>13,551</b>
<b>ART COLLECTION</b>					
At independent valuation 2014	6(c)	8,783	8,783	8,783	8,783
At cost		934	398	934	398
		<b>9,717</b>	<b>9,181</b>	<b>9,717</b>	<b>9,181</b>
		<b>1,587,783</b>	<b>1,440,289</b>	<b>1,397,462</b>	<b>1,318,178</b>

(a) The land and buildings were valued by Cunningham Property Consultants (Property Consultants and Valuers) at 31 October 2016. In completing the valuation of property and assets of Deakin University, the following valuation model has been adopted:-

(i) Core Assets - specialised assets comprising purpose-built educational buildings have an estimated fair value derived from the depreciated replacement cost approach.

(ii) Non-Core Assets - comprising non-purpose built buildings have an estimated fair value derived from the depreciated replacement cost approach.

(b) The special library holdings were valued by John Sainsbury and Michael Stone, members of the antiquarian book trade and accredited valuers, and were assessed as at 20 September 2015 based on the guidelines set out in the Department of Treasury and Finance document Victorian Government Policy: Revaluation of Non-Current Physical Assets. A revision to the valuation was recorded in the current year.

The special library holdings are classified as a cultural asset and have been assessed on the fair and informed market as reflected by market evidence. This can be determined based on the current market buying price.

These valuations are in accordance with the University's policy of obtaining an independent valuation of non-current assets every three years or if there is a material movement in their values.

(c) The art collection was valued by McWilliam & Associates Pty Ltd as at October 2014. The valuation was carried out on the basis of market value.

(d) Land, buildings, special library holdings and art collection purchased since the date of the last valuation are shown at cost.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2016

MOVEMENTS IN CARRYING AMOUNTS	Balance at beginning of year	Additions	Disposals	Depreciation /Amortisation expense	Transfers	Derecognition of construction in progress	Sale of Subsidiary Company	Revaluation	Carrying amount at end of year
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>2016</b>									
<b>Consolidated</b>									
Land	167,523	-	(440)	-	-	-	-	6,337	173,420
Buildings	904,622	-	(369)	(25,914)	26,167	-	-	80,591	985,097
Construction in progress	76,258	136,961	-	-	(69,797)	(13,731)	-	-	129,691
Leasehold improvements	2,365	-	(366)	(1,191)	-	-	-	-	808
Plant and Equipment	262,853	12,900	(124)	(45,392)	43,630	-	-	-	273,867
Motor vehicles	3,936	637	(252)	(876)	-	-	-	-	3,445
Library holdings	6,078	931	-	(2,006)	-	-	-	-	5,003
Special library holdings	7,473	-	-	-	-	-	-	(738)	6,735
Art collection	9,181	536	-	-	-	-	-	-	9,717
	<b>1,440,289</b>	<b>151,965</b>	<b>(1,551)</b>	<b>(75,379)</b>	<b>-</b>	<b>(13,731)</b>	<b>-</b>	<b>86,190</b>	<b>1,587,783</b>
<b>University</b>									
Land	166,323	-	(440)	-	-	-	-	6,037	171,920
Buildings	810,680	-	(369)	(23,265)	18,205	-	-	75,411	880,662
Construction in progress	76,258	67,536	-	-	(58,238)	(13,731)	-	-	71,825
Leasehold improvements	2,365	-	(366)	(1,191)	-	-	-	-	808
Plant and Equipment	235,884	12,802	(124)	(41,248)	40,033	-	-	-	247,347
Motor vehicles	3,936	637	(252)	(876)	-	-	-	-	3,445
Library holdings	6,078	931	-	(2,006)	-	-	-	-	5,003
Special library holdings	7,473	-	-	-	-	-	-	(738)	6,735
Art collection	9,181	536	-	-	-	-	-	-	9,717
	<b>1,318,178</b>	<b>82,442</b>	<b>(1,551)</b>	<b>(68,586)</b>	<b>-</b>	<b>(13,731)</b>	<b>-</b>	<b>80,710</b>	<b>1,397,462</b>
	Balance at beginning of year	Additions	Disposals	Depreciation /Amortisation expense	Transfers	Transfer to Income Statement	Sale of Subsidiary Company	Revaluation	Carrying amount at end of year
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>2015</b>									
<b>Consolidated</b>									
Land	160,260	-	-	-	-	-	-	7,263	167,523
Buildings	818,854	10	(255)	(22,573)	30,746	-	-	77,840	904,622
Construction in progress	38,914	88,392	-	-	(51,048)	-	-	-	76,258
Leasehold improvements	3,469	162	-	(1,197)	-	-	(69)	-	2,365
Plant and Equipment	274,785	16,580	(94)	(48,062)	20,230	-	(586)	-	262,853
Motor vehicles	4,477	944	(539)	(946)	-	-	-	-	3,936
Library holdings	8,108	403	-	(2,433)	-	-	-	-	6,078
Special library holdings	6,787	694	-	-	-	-	-	(8)	7,473
Art collection	8,831	278	-	-	72	-	-	-	9,181
	<b>1,324,485</b>	<b>107,463</b>	<b>(888)</b>	<b>(75,211)</b>	<b>-</b>	<b>-</b>	<b>(655)</b>	<b>85,095</b>	<b>1,440,289</b>
<b>University</b>									
Land	159,110	-	-	-	-	-	-	7,213	166,323
Buildings	729,491	223	(255)	(20,216)	30,746	-	-	70,691	810,680
Construction in progress	38,914	88,422	-	-	(51,048)	(30)	-	-	76,258
Leasehold improvements	3,555	1	-	(1,191)	-	-	-	-	2,365
Plant and Equipment	243,355	16,446	(92)	(44,055)	20,230	-	-	-	235,884
Motor vehicles	4,477	944	(539)	(946)	-	-	-	-	3,936
Library holdings	8,108	403	-	(2,433)	-	-	-	-	6,078
Special library holdings	6,787	694	-	-	-	-	-	(8)	7,473
Art collection	8,831	278	-	-	72	-	-	-	9,181
	<b>1,202,628</b>	<b>107,411</b>	<b>(886)</b>	<b>(68,841)</b>	<b>-</b>	<b>(30)</b>	<b>-</b>	<b>77,896</b>	<b>1,318,178</b>



	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
9. PROVISIONS - EMPLOYEE BENEFITS (CONTINUED)		\$000's	\$000's	\$000's	\$000's
Current provisions expected to be settled wholly after more than 12 months at present value					
Annual leave		1,079	1,574	1,075	1,574
Long service leave		32,630	31,445	32,592	31,420
		<b>33,709</b>	<b>33,019</b>	<b>33,667</b>	<b>32,994</b>
Provisions for employee benefit on-costs expected to be settled wholly after more than 12 months at present value					
Annual leave		245	354	244	354
Long service leave		7,433	7,092	7,426	7,088
		<b>7,678</b>	<b>7,446</b>	<b>7,670</b>	<b>7,442</b>
Current provision for employee benefits		<b>79,567</b>	<b>77,324</b>	<b>78,937</b>	<b>76,894</b>
Deferred employee benefits for superannuation					
- Victorian State Superannuation Fund	13	<b>13,074</b>	<b>13,966</b>	<b>13,074</b>	<b>13,966</b>
		<b>92,641</b>	<b>91,290</b>	<b>92,011</b>	<b>90,860</b>
<b>NON-CURRENT</b>					
Long service leave at present value		12,701	12,831	12,686	12,760
Provisions for employee benefit on-costs at present value		2,901	2,898	2,891	2,879
		<b>15,602</b>	<b>15,729</b>	<b>15,577</b>	<b>15,639</b>
Deferred employee benefits for superannuation					
- Victorian State Superannuation Fund	13	142,526	147,460	142,526	147,460
Unfunded superannuation liability - State Employees Retirement Benefit (SERB)		149	154	149	154
		<b>158,277</b>	<b>163,343</b>	<b>158,252</b>	<b>163,253</b>
		<b>250,918</b>	<b>254,633</b>	<b>250,263</b>	<b>254,113</b>
<b>SUMMARY</b>					
Annual leave		32,037	31,918	31,630	31,601
Long service leave		63,132	61,135	62,884	60,932
Deferred employee benefits for superannuation - Victorian State Superannuation Fund		155,600	161,426	155,600	161,426
Unfunded superannuation liability - State Employees Retirement Benefit (SERB)		149	154	149	154
		<b>250,918</b>	<b>254,633</b>	<b>250,263</b>	<b>254,113</b>

	CONSOLIDATED		UNIVERSITY	
	2016	2015	2016	2015
	\$000's	\$000's	\$000's	\$000's
<b>10. RESERVES</b>				
<b>Balance at beginning of year</b>	<b>450,986</b>	<b>357,355</b>	<b>443,787</b>	<b>357,355</b>
Asset revaluation surplus				
Increase / (decrease) in asset valuation of non-current assets are:				
Land (valuation date: 31 October 2016)	6,337	7,263	6,037	7,213
Buildings (valuation date: 31 October 2016)	80,591	77,840	75,411	70,691
Special library holdings (valuation date: 20 September 2015)#	(738)	(8)	(738)	(8)
Investments - available for sale financial assets (valuation date: 31 December 2016)	9,339	8,052	9,339	8,052
	95,529	93,147	90,049	85,948
Endowment Fund Reserve	732	484	732	484
<b>Balance at end of year</b>	<b>547,247</b>	<b>450,986</b>	<b>534,568</b>	<b>443,787</b>

# In the current year the valuer advised a revision to the valuation as at 20 September 2015. This revision to the valuation was recorded in the current year.

The endowment fund reserve is funded by donations from external organisations. The purpose of the reserve is to provide awards, research and course scholarships, bursaries and prizes to students.

	Balance at beginning of year	Transfer to Comprehensive Income on date of sale	Increase/ (decrease) on revaluation	Carrying amount at end of year
	\$000's	\$000's	\$000's	\$000's
<b>MOVEMENTS IN CARRYING AMOUNTS</b>				
<b>Consolidated</b>				
Asset Revaluation Surplus				
Land	110,044	-	6,337	116,381
Buildings	288,756	-	80,591	369,347
Special library holdings	1,527	-	(738)	789
Art collection	1,502	-	-	1,502
Investments - available for sale financial assets	41,815	(379)	9,718	51,154
Endowment Fund Reserve	7,342	732	-	8,074
	<b>450,986</b>	<b>353</b>	<b>95,908</b>	<b>547,247</b>
<b>University</b>				
Asset Revaluation Surplus				
Land	109,994	-	6,037	116,031
Buildings	281,607	-	75,411	357,018
Special library holdings	1,527	-	(738)	789
Art collection	1,502	-	-	1,502
Investments - available for sale financial assets	41,815	(379)	9,718	51,154
Endowment Fund Reserve	7,342	732	-	8,074
	<b>443,787</b>	<b>353</b>	<b>90,428</b>	<b>534,568</b>

	CONSOLIDATED		UNIVERSITY	
	2016	2015	2016	2015
	\$000's	\$000's	\$000's	\$000's
<b>11. RETAINED EARNINGS</b>				
<b>Retained earnings at beginning of year</b>	<b>1,253,310</b>	<b>1,185,857</b>	<b>1,241,610</b>	<b>1,178,117</b>
Net result	47,469	67,922	43,981	63,977
Transfer to Reserves	(732)	(484)	(732)	(484)
Attribution from non-controlling interest	44	15	-	-
<b>Retained earnings at end of year</b>	<b>1,300,091</b>	<b>1,253,310</b>	<b>1,284,859</b>	<b>1,241,610</b>

12. CASH FLOW STATEMENT	Note	CONSOLIDATED		UNIVERSITY	
		2016 \$000's	2015 \$000's	2016 \$000's	2015 \$000's
RECONCILIATION OF CASH					
Cash at bank and on hand		4,010	4,069	4,010	4,069
Bank deposits - on call		4,031	761	4,031	761
Bank term deposits		24,500	18,000	24,500	18,000
<b>Total Cash and Cash Equivalents</b>	3	<b>32,541</b>	<b>22,830</b>	<b>32,541</b>	<b>22,830</b>
<b>Balance as per Statement of Cash Flows</b>		<b>32,541</b>	<b>22,830</b>	<b>32,541</b>	<b>22,830</b>
RECONCILIATION OF NET RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES					
Net result		47,469	67,922	43,981	63,977
<b>Add / (less) non-cash items</b>					
Depreciation and amortisation		76,187	75,855	69,394	69,485
Donations for art works		(333)	(143)	(333)	(143)
Donations for property, plant & equipment		-	(173)	-	(173)
Derecognition of construction in progress		13,731	-	13,731	-
Loss/(profit) on disposal of property, plant and equipment		497	336	497	336
Impairment for other financial assets		2,006	8,858	2,006	8,858
Impairment for investments in subsidiaries		-	-	3,700	3,900
Loss/(profit) on sale of other financial assets		(580)	(1,000)	(580)	(637)
<b>Decrease / (increase) in:</b>					
<b>Current assets</b>					
Trade debtors		(7,901)	6,175	(8,013)	9,228
Government grants receivable		4,684	2,486	4,684	2,486
Accrued income		2,787	(492)	2,906	(1,286)
Prepayments		(985)	(1,766)	(948)	(1,508)
GST recoverable		316	948	316	975
Inventories		78	13	78	13
Deferred government contribution for superannuation		892	(676)	892	(676)
<b>Non-current assets</b>					
Receivables		(2,516)	(1,022)	(2,516)	(1,022)
Deferred government contribution for superannuation		4,934	4,937	4,934	4,937
<b>Increase / (decrease) in:</b>					
<b>Current liabilities</b>					
Creditors and accrued expenses		8,331	13,781	8,538	13,360
Income received in advance		19,744	4,579	19,014	2,336
Owing to subsidiaries		-	-	(24,763)	7,895
Employee benefits		2,243	3,197	2,043	3,054
Deferred employee benefits for superannuation		(892)	676	(892)	676
<b>Non-current liabilities</b>					
Employee benefits		(127)	(3,922)	(62)	(3,866)
Deferred employee benefits for superannuation		(4,934)	(4,937)	(4,934)	(4,937)
Unfunded superannuation liability - SERB		(5)	(1)	(5)	(1)
<b>Net cash provided by operating activities</b>		<b>165,626</b>	<b>175,631</b>	<b>133,668</b>	<b>177,267</b>
<b>Entity disposed</b>					
In 2015 University lost control of one subsidiary due to disposal.					
Details of the disposal were as follows:-					
<b>Consideration</b>					
Received in cash during the current year		1,589	1,538	1,589	1,538
Receivable		-	2,099	-	2,099
		<b>1,589</b>	<b>3,637</b>	<b>1,589</b>	<b>3,637</b>

12. CASH FLOW STATEMENT (CONTINUED)	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>Book value of net assets disposed</b>					
Cash and cash equivalents		-	5,611	-	-
Receivables		-	3,704	-	-
Plant and equipment		-	655	-	-
Other financial assets - subsidiary		-	-	-	3,000
Payables		-	(5,130)	-	-
Provisions		-	(2,203)	-	-
<b>Net assets disposed</b>		-	<b>2,637</b>	-	<b>3,000</b>
<b>Net profit on sale of subsidiary</b>		<b>1,589</b>	<b>1,000</b>	<b>1,589</b>	<b>637</b>
<b>Net cash inflow/ (outflow) on disposal</b>					
Proceeds from sale of subsidiary		1,589	1,538	1,589	1,538
Less cash and cash equivalents balance disposed		-	(5,611)	-	-
		<b>1,589</b>	<b>(4,073)</b>	<b>1,589</b>	<b>1,538</b>

### 13. SUPERANNUATION

#### UniSuper Defined Benefit Plan

Deakin University has a number of present staff members who are members of The UniSuper Defined Benefit Division (DBD) and in respect of whom defined benefits are payable on termination of employment. The UniSuper Trust Deed was amended in December 2006 to classify the plan as a defined contribution plan under Australian Accounting Standard AASB119 Employee Benefits. The plan receives fixed contributions from the University, whereby the University's legal or constructive obligation is limited to these contributions.

As at 30 June 2016, the assets of the DBD in aggregate were estimated to be \$2,252 million above vested benefits, after allowing for various reserves. The Vested Benefit Index based on funding assumptions was 112.2%. The vested benefits are benefits which are not conditional upon continued membership (or any factor other than leaving the service of the participating institution) and include the value of indexed pensions being provided by the DBD.

As at 30 June 2016, the assets of the DBD in aggregate were estimated to be \$3,757 million above accrued benefits, after allowing for various reserves. The Accrued Benefit Index based on best estimate assumptions was 122.2%. The accrued benefits have been calculated as the present value of expected future benefit payments to members and indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary, Ms Kate Maartensz and Ms Jennifer Wong, using the actuarial demographic assumptions outlined in their report on the actuarial investigation of the DBD as at 1 July 2016. The financial assumptions used were:

	Vested benefits	Accrued benefits
Gross of tax investment return - DBD pensions	5.30% p.a.	6.90% p.a.
Gross of tax investment return - commercial rate indexed pensions	3.70% p.a.	3.70% p.a.
Net of tax investment return - non pensioner members	4.60% p.a.	6.10% p.a.
Consumer Price Index	2.50% p.a.	2.50% p.a.
Inflationary salary increases long-term	3.50% p.a.	3.50% p.a.

Assets have been included at their net market value; that is, after allowing for realisation costs.

Clause 34 monitoring periods were initiated following the 30 June 2012 and 30 June 2013 actuarial investigations.

Following the end of the monitoring period commencing on 30 June 2012, the Fund's actuary advised that the Trustee is not required to take any further action, and that monitoring period is now ceased.

The monitoring period commencing on 30 June 2013 is still in place.

#### Victorian State Superannuation Fund (Refer Note 1(q))

The unfunded liabilities recorded in the Statement of Financial Position under provisions have been determined by Catherine Nance, FIAA and relate to the estimates of net liabilities at 31 December 2016. The methodology for measurement of the net liabilities uses the discount rate of 3.25% based on the government bond rate and assumed salary increases of 4% and pension indexation of 2.5%. The net liability has reduced by \$5.826 million (2015: reduced by \$4.261 million), or 3.6% (2015: 2.6%) over the year to 31 December 2016. The main reasons for the change in the net liability are:

a. 4.4% decrease in membership (2015: 2.7%), which decrease the liability, partly offset by,

b. the discount rate decreased from 3.51% as at 30 June 2015 to 3.25% as at 31 December 2016, which has increased the accrued benefit liabilities by \$3.967 million (30 June 2014 to 30 June 2015: \$11.665 million increase).

An arrangement exists between the Australian Government and the State Government to meet the unfunded liability for Deakin University's beneficiaries of the State Superannuation Scheme on an emerging cost basis. This arrangement is evidenced by the State Grants (General Revenue) Amendment Act 1987, Higher Education Funding Act 1988 and subsequent amending legislation.

Deakin University has a number of present and former staff who are members of the Victorian State Superannuation Fund and in respect of whom defined benefits are payable on termination of employment. As at 31 December 2016, the Victorian State Superannuation Fund was carrying total liabilities for member benefits in excess of the value of the fund's assets. Hence, unfunded superannuation liabilities exist which are recognised in the financial statements of the fund. The notional share of this public sector employee superannuation fund's unfunded liabilities attributable to Deakin University, as assessed by the fund as at 31 December 2016, amounted to \$155,600,000 (2015: \$161,426,000). Unfunded liabilities are met by the Australian Government.

	Note	CONSOLIDATED		UNIVERSITY	
		2016	2015	2016	2015
		\$000's	\$000's	\$000's	\$000's
<b>13. SUPERANNUATION (CONTINUED)</b>					
Amounts receivable from Australian Government					
Receivable within 12 months	4	13,074	13,966	13,074	13,966
Receivable later than 12 months	4	142,526	147,460	142,526	147,460
<b>Total deferred government contribution for superannuation</b>		<b>155,600</b>	<b>161,426</b>	<b>155,600</b>	<b>161,426</b>
<b>Movements in deferred government contribution for superannuation</b>		<b>(5,826)</b>	<b>(4,261)</b>	<b>(5,826)</b>	<b>(4,261)</b>
Unfunded superannuation liability					
Payable within 12 months	9	13,074	13,966	13,074	13,966
Payable later than 12 months	9	142,526	147,460	142,526	147,460
<b>Total deferred employee benefits for superannuation</b>		<b>155,600</b>	<b>161,426</b>	<b>155,600</b>	<b>161,426</b>
<b>Movements in deferred employee benefits for superannuation</b>		<b>(5,826)</b>	<b>(4,261)</b>	<b>(5,826)</b>	<b>(4,261)</b>

**14. COMMITMENTS****Capital commitments**

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

Property, plant and equipment

Within one year

35,801

80,968

35,801

80,968

Between one and five years

937

545

937

545

**36,738**

**81,513**

**36,738**

**81,513**

**Operating leases**

Commitments for minimum lease payments in relation to operating leases are payable as follows:

Within one year

10,735

9,155

10,574

8,315

Between one and five years

22,036

7,927

22,036

7,771

Later than five years

18,738

-

18,738

-

**51,509**

**17,082**

**51,348**

**16,086**

**15. CONTINGENCIES**

There are no material contingent liabilities and no material contingent assets at balance date (2015: nil).

Bank guarantees totalling \$563,250 (2015: \$563,250) have been issued to third parties primarily in relation to properties.

**17. KEY MANAGEMENT PERSONNEL DISCLOSURES****Name of Responsible Persons**

For the purposes of the Financial Management Act 1994 (Vic), the Victorian Minister for Training and Skills and members of the University Council are the responsible persons of the University. The Victorian Minister for Training and Skills from 1 January - 8 November 2016 was the Hon Steve Herbert and from 8 November 2016 the Hon Gayle Tierney.

The remuneration of the Minister is included in the financial statements of the Victorian Department of Premier and Cabinet.

Members of the University Council received remuneration for services rendered.

The following persons held office as the members of the University Council during the financial year:

Mr J Stanhope AM (Chancellor)

Professor J den Hollander AO (Vice-Chancellor and President)

Mr P Meehan (Deputy Chancellor)

Ms H Bender OAM (Deputy Chancellor)

Professor D Ashbridge

Ms K Grigg

Mr P Niblett

Ms P Kelly

Ms M Douglas-Crane

Mr S Hamilton AO

**16. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD**

There are no events occurring after the end of the reporting period that would materially affect the financial position of the Group (2015: nil).

Professor R Rentschler (ceased 18 January 2016)

Dr S Eassom

Ms C Boyer-Spooner

Ms G Philpott OAM (ceased 6 July 2016)

Professor J du Plessis (ceased 25 August 2016)

Professor C Hickey (appointed 22 March 2016)

Mrs A Di Pasquale (appointed 1 July 2016)

Mr D Harding (appointed 1 July 2016)

Professor J den Hollander AO is the Accountable Officer.

**Subsidiaries**

The following persons held office as the directors of the subsidiary companies, but not as executive officers of the University, during the financial year:

Mr A Jenkins

Mr S Weiss

Mr S Hamilton AO

Mr S Hann

The following persons held office as the directors of the subsidiary companies and as executive officers of the University during the financial year:

Professor J den Hollander AO

Ms K Parker

Mr K Selway

## 17. KEY MANAGEMENT PERSONNEL DISCLOSURES (CONTINUED)

## RESPONSIBLE PERSONS REMUNERATION

Remuneration received or due and receivable from the University and its subsidiaries by the responsible persons

	CONSOLIDATED		UNIVERSITY	
	2016	2015	2016	2015
	\$000's	\$000's	\$000's	\$000's
Base remuneration	2,196	2,026	1,678	1,606
Bonuses	167	188	164	140
Termination payments	42	-	42	-
<b>Total remuneration</b>	<b>2,405</b>	<b>2,214</b>	<b>1,884</b>	<b>1,746</b>

Number of responsible persons whose remuneration from the University and its subsidiaries was within the following bands:

	CONSOLIDATED		UNIVERSITY	
	2016	2015	2016	2015
Nil to \$9,999	-	2	-	2
\$10,000 to \$19,999	2	4	2	3
\$20,000 to \$29,999	7	3	6	3
\$30,000 to \$39,999	3	3	3	3
\$40,000 to \$49,999	1	2	1	2
\$50,000 to \$59,999	1	1	1	1
\$60,000 to \$69,999	1	-	1	-
\$110,000 to \$119,999	1	-	1	-
\$130,000 to \$139,999	-	1	-	-
\$150,000 to \$159,999	1	-	1	-
\$160,000 to \$169,999	1	-	-	-
\$170,000 to \$179,999	1	-	1	-
\$200,000 to \$209,999	-	1	-	1
\$220,000 to \$229,999	-	1	-	1
\$320,000 to \$329,999	-	1	-	-
\$330,000 to \$339,999	1	-	-	-
\$930,000 to \$939,999	-	1	-	1
\$990,000 to \$999,999	1	-	1	-
	21	20	18	17
<b>Full time equivalent</b>	<b>17.5</b>	<b>19.9</b>	<b>14.5</b>	<b>17.0</b>

Number of executive officers whose remuneration from the University and its subsidiaries was within the following bands:

	TOTAL REMUNERATION		BASE REMUNERATION	
	CONSOLIDATED	UNIVERSITY	CONSOLIDATED	UNIVERSITY
	2016	2016	2016	2016
\$80,000 to \$89,999	-	-	1	-
\$100,000 to \$109,999	-	-	1	1
\$190,000 to \$199,999	-	-	1	-
\$200,000 to \$209,999	1	-	-	-
\$220,000 to \$229,999	1	1	-	-
\$240,000 to \$249,999	1	-	-	-
\$280,000 to \$289,999	1	-	1	-
\$290,000 to \$299,999	-	-	1	1
\$370,000 to \$379,999	-	-	2	2
\$380,000 to \$389,999	1	1	1	1
\$390,000 to \$399,999	-	-	1	1
\$400,000 to \$409,999	-	-	1	1
\$410,000 to \$419,999	4	4	3	3
\$420,000 to \$429,999	-	-	1	1
\$430,000 to \$439,999	2	2	-	-
\$440,000 to \$449,999	2	2	-	-
\$450,000 to \$459,999	-	-	1	1
\$470,000 to \$479,999	1	1	-	-
\$490,000 to \$499,999	1	1	-	-
\$500,000 to \$509,999	-	-	1	1
\$530,000 to \$539,999	1	1	-	-
	16	13	16	13
<b>Full time equivalent</b>	<b>13.9</b>	<b>11.9</b>	<b>13.9</b>	<b>11.9</b>

17. KEY MANAGEMENT PERSONNEL DISCLOSURES (CONTINUED)	TOTAL REMUNERATION		BASE REMUNERATION	
	CONSOLIDATED	UNIVERSITY	CONSOLIDATED	UNIVERSITY
	2015	2015	2015	2015
\$30,000 to \$39,999	1	-	1	-
\$40,000 to \$49,999	1	-	1	-
\$50,000 to \$59,999	1	-	1	-
\$60,000 to \$69,999	1	1	1	1
\$80,000 to \$89,999	1	1	1	1
\$180,000 to \$189,999	1	-	1	-
\$220,000 to \$229,999	-	-	1	1
\$330,000 to \$339,999	-	-	1	-
\$340,000 to \$349,999	1	1	-	-
\$350,000 to \$359,999	-	-	1	1
\$360,000 to \$369,999	-	-	2	2
\$370,000 to \$379,999	-	-	1	1
\$380,000 to \$389,999	1	1	2	2
\$390,000 to \$399,999	3	2	1	1
\$400,000 to \$409,999	1	1	2	2
\$410,000 to \$419,999	1	1	-	-
\$420,000 to \$429,999	2	2	1	1
\$430,000 to \$439,999	1	1	-	-
\$440,000 to \$449,999	1	1	-	-
\$470,000 to \$479,999	1	1	-	-
\$500,000 to \$509,999	-	-	1	1
\$530,000 to \$539,999	1	1	-	-
	19	14	19	14
<b>Full time equivalent</b>	14.7	12.1	14.7	12.1

Includes all non-cash benefits and payments to staff who have terminated employment with the University.

Remuneration received or due and receivable from the University and its subsidiaries by executive officers

	CONSOLIDATED		UNIVERSITY	
	2016	2015	2016	2015
	\$000's	\$000's	\$000's	\$000's
Base remuneration	5,525	5,373	4,960	4,723
Bonuses	456	488	450	429
Termination payments	274	86	119	85
<b>Total remuneration</b>	<b>6,255</b>	<b>5,947</b>	<b>5,529</b>	<b>5,237</b>

#### Other transactions with key management personnel

The Vice-Chancellor, Professor J den Hollander, is Deputy Chair of the Geelong Performing Arts Centre Trust. Deakin University sponsored Geelong Performing Arts Centre Theatre in 2016. Professor J den Hollander is also a member of the Kardinia Park Stadium Trust. Deakin University sponsored the Geelong Football Club in 2016, whose home ground is Kardinia Park.

A member of Council, Dr S Eassom, holds a management position with IBM. Deakin conducted business with IBM on normal commercial terms and conditions, including on the Deakin IBM Watson project.

The Chancellor, Mr J Stanhope AM, is Chairman of Australia Post. Deakin conducted business with Australia Post on normal commercial terms and conditions. Mr J Stanhope is also a non-executive director of AGL Energy Limited. Deakin conducted business with AGL on normal commercial terms and conditions.

A member of Council, Ms D Harding, was Vice-President of the Deakin University Student Association in 2016. The Association received funding from the University to deliver services to students.

The Deputy Vice-Chancellor Education, Professor B Oliver, is the Deputy Chair of the Board of EduGrowth Limited. The Company received payment from the University for a founding membership and for services on normal commercial terms and conditions.

#### Ex-gratia payments

Deakin University and its subsidiaries did not undertake any ex-gratia payments in the current financial year.

**18. REMUNERATION OF AUDITORS**

Amounts received, or due and receivable, by the Auditor-General of Victoria for auditing the financial statements and consolidated financial statements of Deakin University and the financial statements of each of its subsidiaries:

	CONSOLIDATED	
	2016	2015
	\$000's	\$000's
Deakin University	217	180
Subsidiaries	29	20

**19. SUBSIDIARIES**

The Deakin University Act 2009 (Vic), Section 48 permits the University to form limited liability companies. At the reporting date the University controlled the following entities:

Name of entity	Principal place of business	Principal Activity	Ownership Interest	
			2016	2015
Unilink Limited	Australia	Provision of human resource services to Deakin University	100%	100%
Deakin Residential Services Pty Ltd	Australia	Provision of residential services	100%	100%
Deakin Digital Pty Ltd	Australia	Provision of educational services	100%	100%
iHosp Pty Ltd	Australia	Development of software for hospital administration	35%	35%

The financial statements of these subsidiaries have been audited by the Auditor-General of Victoria.

Statement of Comprehensive Income		Total Revenue		Total Expenditure		Net Profit/(Loss) After Tax Expense	
		2016	2015	2016	2015	2016	2015
Entity	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Unilink Limited		6,976	5,946	6,976	5,946	-	-
Deakin Residential Services Pty Ltd		22,387	25,439	18,730	16,891	3,657	8,548
Deakin Digital Pty Ltd		42	-	4,181	3,349	(4,139)	(3,349)
iHosp Pty Ltd		-	-	68	23	(68)	(23)
		<b>29,405</b>	<b>31,385</b>	<b>29,955</b>	<b>26,209</b>	<b>(550)</b>	<b>5,176</b>
Statement of Financial Position		Current assets		Non-current assets		Total assets	
		2016	2015	2016	2015	2016	2015
(a) Assets		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Unilink Limited	(a)	550	422	-	-	550	422
Deakin Residential Services Pty Ltd	(b)	4,666	29,337	190,321	122,113	194,987	151,450
Deakin Digital Pty Ltd	(c)	281	729	-	-	281	729
iHosp Pty Ltd	(d)	12	79	-	-	12	79
		<b>5,509</b>	<b>30,567</b>	<b>190,321</b>	<b>122,113</b>	<b>195,830</b>	<b>152,680</b>
(b) Liabilities		Current liabilities		Non-current liabilities		Total liabilities	
		2016	2015	2016	2015	2016	2015
Entity		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Unilink Limited		502	311	48	111	550	422
Deakin Residential Services Pty Ltd		3,282	2,748	81,342	47,476	84,624	50,224
Deakin Digital Pty Ltd		238	245	31	33	269	278
iHosp Pty Ltd		4	2	-	-	4	2
		<b>4,026</b>	<b>3,306</b>	<b>81,421</b>	<b>47,620</b>	<b>85,447</b>	<b>50,926</b>
(c) Equity and Borrowings		Equity		Internal borrowings		External borrowings	
		2016	2015	2016	2015	2016	2015
Entity		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Unilink Limited		-	-	-	-	-	-
Deakin Residential Services Pty Ltd		110,363	101,226	81,342	47,476	-	-
Deakin Digital Pty Ltd		12	451	-	-	-	-
iHosp Pty Ltd		8	77	-	-	-	-
		<b>110,383</b>	<b>101,754</b>	<b>81,342</b>	<b>47,476</b>	<b>-</b>	<b>-</b>

(a) Current assets includes an amount owing by Deakin University of \$550,116 (2015: \$421,816).

(b) Current assets includes an amount owing by Deakin University of \$2,306,744 (2015: \$26,987,998).

(c) Current assets includes an amount owing by Deakin University of \$239,790 (2015: \$383,463).

(d) Current assets includes an amount owing by Deakin University of \$12,155 (2015: \$79,047).

## 20. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. Financial risk management is overseen by the Audit and Risk Committee under policies approved by the Council. The Audit and Risk Committee provides advice to Council on the Group's accounting, control and reporting practices and risks. The Finance and Business Affairs Committee provide advice to Council on the management of corporate assets. The Group uses derivative financial instruments such as foreign exchange contracts to hedge certain risk exposures. The Group uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate risk and ageing analysis for credit risk.

### (a) Market risk

#### (i) Foreign exchange risk

The Group's foreign exchange exposure is limited. Sources of potential foreign exchange risk may include occasional transactions such as contracts for the supply of goods and services expressed in foreign currency e.g. library books and journals. The Group's practice is to hedge significant foreign currency commitments by using appropriate hedging instruments. The Group also has limited foreign exchange exposure within its non-current financial assets available for sale - global equities investment. This exposure, as part of a broader diversified investment portfolio, is monitored by the Investment Committee.

#### (ii) Price risk

Financial assets at available for sale, in particular Australian and offshore equities, are subject to price risk, with frequent changes in share market valuations. Changes in fair value are recorded through the Other Comprehensive Income as they occur. These investments are also monitored by the Investment Committee.

The Committee regularly reviews investment performance against established objectives, advises on proposed policy changes and monitors the asset allocation mix of the investment portfolio. The investment portfolio is constructed to diversify price risk across the various asset classes.

#### (iii) Interest rate risk

Investment of funds is monitored by the Investment Committee. The Committee regularly reviews investment performance against established objectives, advises on proposed policy changes and monitors the asset allocation mix of the investment portfolio. The investment portfolio is constructed to diversify interest rate risk through the use of highly rated 'fund of funds' short-term investment products.

The Group's practice is to eliminate the potential loss resulting from adverse movements in floating market rates by using appropriate hedging instruments.

## 20. FINANCIAL RISK MANAGEMENT (CONTINUED)

## (iv) Summarised sensitivity analysis

The sensitivity analysis below has been determined based on management's assessment of possible changes in price movements, in particular Australia and offshore equity markets, and interest rates. Management considers an interest rate rise of 1% and fall or rise in equities markets of 5% as reasonably possible, as at the reporting date.

## Consolidated

	Note	Interest rate risk						Price risk						
		Carrying amount		1%		Equity		-5%		Equity		5%		
		2016	2015	Result	Equity	Result	Equity	Result	Equity	Result	Equity			
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	
<b>(i) Financial assets</b>														
Cash on hand	3	2	10											
Cash at bank	3	4,008	4,059	40	41	40	41							
Bank deposits	3	28,531	18,761	285	188	285	188							
Receivables - trade debtors	4	22,839	16,527											
Receivables - other current	4	16,776	25,139											
Receivables - other non-current	4	146,064	148,482											
Financial assets held-to-maturity	5	179,000	255,000	1,790	2,550	1,790	2,550							
Other financial assets - non-current	5	316,936	227,762							(14,806)	(10,518)		14,806	10,518
<b>Total financial assets</b>		<b>714,156</b>	<b>695,740</b>	<b>2,115</b>	<b>2,779</b>	<b>2,115</b>	<b>2,779</b>	-	-	<b>(14,806)</b>	<b>(10,518)</b>	-	-	<b>14,806</b>
<b>(ii) Financial liabilities</b>														
Payables	8	82,860	83,622											
<b>Total financial liabilities</b>		<b>82,860</b>	<b>83,622</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase / (decrease)</b>				<b>2,115</b>	<b>2,779</b>	<b>2,115</b>	<b>2,779</b>	-	-	<b>(14,806)</b>	<b>(10,518)</b>	-	-	<b>14,806</b>

20. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk

The Group's maximum exposure to credit risk in relation to each class of financial asset is the carrying amount of those assets as indicated in the Statement of Financial Position.

The Group minimises concentrations of credit risk in relation to trade accounts receivable, by undertaking transactions with a large number of customers primarily associated with the higher education industry. However, the majority of customers are concentrated in Australia.

Credit risk in trade receivables is managed in the following ways:

- payment terms are 30 days from the date that invoice was issued.
- debt collection policies and procedures including use of a debt collection agency.

(c) Liquidity risk

The Group's investments are managed to ensure the solvency of the Group, with cash available to meet required outgoings.

The Group maintains a minimum cash level to ensure it meets its obligations as they fall due.

The following tables summaries the maturity of the Group's financial assets and financial liabilities.

Consolidated	Note	Fixed interest rate maturing in:								Non-interest bearing		Total carrying amount as per the Statement of Financial Position		Weighted average effective interest rate or earnings rate		
		Floating interest rate		Less than 1 year		1 to 5 Years		Over 5 Years								
		2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	%
<b>Financial instruments</b>		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's		
<b>(i) Financial assets</b>																
Cash at bank and on hand	3	4,008	4,059							2	10	4,010	4,069	1.30%	1.80%	
Bank deposits - at call	3	4,031	761									4,031	761	1.50%	2.00%	
Bank term deposits	3			24,500	18,000							24,500	18,000	2.57%	2.65%	
Receivables - trade debtors	4									22,839	16,527	22,839	16,527	-	-	
Receivables - other current	4									16,776	25,139	16,776	25,139	-	-	
Receivables - other non-current	4									146,064	148,482	146,064	148,482	-	-	
Financial assets held-to-maturity	5			179,000	255,000							179,000	255,000	2.66%	2.87%	
Other financial assets - non-current	5	296,119	210,353							20,817	17,409	316,936	227,762	10.01%	5.53%	
<b>Total financial assets</b>		<b>304,158</b>	<b>215,173</b>	<b>203,500</b>	<b>273,000</b>	-	-	-	-	<b>206,498</b>	<b>207,567</b>	<b>714,156</b>	<b>695,740</b>			
<b>(ii) Financial liabilities</b>																
Payables	8									82,860	83,622	82,860	83,622	-	-	
<b>Total financial liabilities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>82,860</b>	<b>83,622</b>	<b>82,860</b>	<b>83,622</b>			

(d) Unrecognised financial instruments

Forward exchange contracts:

The University enters into forward exchange contracts to buy or sell specified amounts of foreign currencies in the future at stipulated exchange rates. The objective in entering the forward exchange contracts is to protect the University against unfavourable exchange rate movements for the anticipated future purchases or sale undertaken in foreign currencies. The accounting policy in regard to forward exchange contracts is detailed in Note 1(f).

Gains or losses unrecognised from forward exchange contracts.	2016	2015
	\$000's	\$000's
Unrecognised gains / (losses)	69	163

**21. FAIR VALUE MEASUREMENTS****(a) Fair value measurements**

The carrying amounts and aggregate fair value of financial assets and financial liabilities at the reporting date are as follows:

Consolidated	Note	Total carrying amount as per the Statement of Financial Position		Aggregate fair value	
		2016 \$000's	2015 \$000's	2016 \$000's	2015 \$000's
<b>Financial assets</b>					
Cash at bank and on hand	3	4,010	4,069	4,010	4,069
Bank deposits - at call	3	4,031	761	4,031	761
Bank term deposits	3	24,500	18,000	24,500	18,000
Receivables - trade debtors	4	22,839	16,527	22,839	16,527
Receivables - other current	4	16,776	25,139	16,776	25,139
Receivables - other non-current	4	146,064	148,482	145,652	148,457
Other financial assets - current	5	179,000	255,000	179,000	255,000
Other financial assets - non-current	5	316,936	227,762	316,936	227,762
<b>Total financial assets</b>		<b>714,156</b>	<b>695,740</b>	<b>713,744</b>	<b>695,715</b>
<b>Financial liabilities</b>					
Payables	8	82,860	83,622	82,860	83,622
<b>Total financial liabilities</b>		<b>82,860</b>	<b>83,622</b>	<b>82,860</b>	<b>83,622</b>

The fair value of financial assets and financial liabilities is estimated for recognition and measurement or for disclosure purposes. Due to the short-term nature of the current receivables, their carrying value is assumed to approximate their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due. The following methods and assumptions are used to determine the fair value of financial assets and liabilities.

*Cash and cash equivalents*

The carrying amount approximates fair value because of their short term to maturity.

*Trade receivables and payables*

The carrying value less impairment provision of trade receivables and payables is assumed to approximate their fair value due to their short-term nature.

*Non-current receivables*

The fair value of non-current receivable, Deferred Government Contribution for Superannuation, is measured at nominal value which is offset by a liability to the Victorian Government of equal value (refer to Note 1(q)).

The fair value of other non-current receivables are estimated by discounting future payments to net present value, using the discount rates as advised by the Department of Treasury and Finance.

*Other financial assets - current at fair value*

For financial instruments traded in organised financial markets, fair value is the current quoted market bid price for an asset.

*Other financial assets - non-current*

For unlisted securities where there is no quoted market price, a reasonable estimate of the fair value is determined by reference to the current market value of another instrument which is substantially the same, or is calculated based on the expected cash flows, or the underlying net asset base of the investment/security.

The Group measures and recognises the following assets and liabilities at fair value on a recurring basis:

- Financial assets available-for-sale
- Land and buildings
- Special library holdings
- Art collection

**21. FAIR VALUE MEASUREMENTS (CONTINUED)****(b) Fair value hierarchy**

The University categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement.

Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 - inputs other than quoted prices within level 1 that are observable for the asset or liability either directly or indirectly

Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs)

*(i) Recognised fair value measurements*

Fair value measurements recognised in the statement of financial position are categorised into the following levels at 31 December 2016.

**Fair value measurements at 31 December 2016***Recurring fair value measurements*

		Total	Level 1	Level 2	Level 3
Consolidated		\$000's	\$000's	\$000's	\$000's
	Note				
<i>Financial assets</i>					
Financial assets available for sale	5	307,146	296,119	-	11,027
<b>Total financial assets</b>		<b>307,146</b>	<b>296,119</b>	<b>-</b>	<b>11,027</b>
<i>Non-financial assets</i>					
Land	6	173,420	-	-	173,420
Buildings	6	985,097	-	2,463	982,634
Special library holdings	6	6,735	-	6,735	-
Art collection	6	9,717	-	9,717	-
<b>Total non-financial assets</b>		<b>1,174,969</b>	<b>-</b>	<b>18,915</b>	<b>1,156,054</b>

**Fair value measurements at 31 December 2015***Recurring fair value measurements*

		Total	Level 1	Level 2	Level 3
Consolidated		\$000's	\$000's	\$000's	\$000's
	Note				
<i>Financial assets</i>					
Financial assets available for sale	5	219,551	210,353	-	9,198
<b>Total financial assets</b>		<b>219,551</b>	<b>210,353</b>	<b>-</b>	<b>9,198</b>
<i>Non-financial assets</i>					
Land	6	167,523	-	-	167,523
Buildings	6	904,622	-	163,363	741,259
Special library holdings	6	7,473	-	7,473	-
Art collection	6	9,181	-	9,181	-
<b>Total non-financial assets</b>		<b>1,088,799</b>	<b>-</b>	<b>180,017</b>	<b>908,782</b>

## 21. FAIR VALUE MEASUREMENTS (CONTINUED)

There were no transfers between levels 1 and 2 for recurring fair value measurements during the year.

For transfers in and out of level 3 measurements see (d) below.

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

### (ii) Disclosed fair values

The Group has a number of assets and liabilities which are not measured at fair value, but for which the fair values are disclosed in the notes.

The fair value of assets or liabilities traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices for identical assets or liabilities at the end of the reporting period (level 1). This is the most representative of fair value in the circumstances.

The fair values of held-to-maturity investments that are disclosed in Note 5 were determined by reference to published price quotations in an active market (level 1).

The carrying value less impairment provision of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rates that are available to the Group for similar financial instruments (level 3).

### (c) Valuation techniques used to derive level 2 and level 3 fair values

#### *Recurring fair value measurements*

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific

estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each reporting date.

Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments
- the fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves
- the fair value of forward foreign exchange contracts is determined using forward exchange rates at the end of the reporting period
- other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.

All of the resulting fair value estimates are included in level 2 except for unlisted equity securities.

Land, buildings, special library holdings and art collection (classified as property, plant and equipment) are valued independently every three years. At the end of each reporting period, the Group updates their assessment of the fair value of each property, taking into account the most recent independent valuations. The Group determines the property's value within a range of reasonable fair value estimates.

The best evidence of fair value is current prices in an active market for similar properties. Where such information is not available the Group considers information from a variety of sources, including:

- current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences.

All resulting fair value estimates for properties are included in level 3.

**21. FAIR VALUE MEASUREMENTS (CONTINUED)****(d) Fair value measurements using significant unobservable inputs (level 3)**

The following table is a reconciliation of level 3 items for the years ended 31 December 2016 and 2015.

	Unlisted equity securities at valuation	Land	Buildings	Total
	\$000's	\$000's	\$000's	\$000's
<b>Level 3 Fair value measurements 2016</b>				
Opening balance	9,198	167,523	741,259	917,980
Acquisitions	-	-	161,153	161,153
Transfers from level 2	-	-	-	-
Sales	-	(440)	(369)	(809)
Recognised in other comprehensive income	1,829	6,337	80,591	88,757
Recognised in profit or loss	-	-	(4,785)	(4,785)
Closing balance	<b>11,027</b>	<b>173,420</b>	<b>977,849</b>	<b>1,162,296</b>
	Unlisted equity securities at valuation	Land	Buildings	Total
	\$000's	\$000's	\$000's	\$000's
<b>Level 3 Fair value measurements 2015</b>				
Opening balance	-	159,110	663,419	822,529
Reclassification	10	-	-	10
Transfers from level 2	-	1,150	-	1,150
Sales	-	-	(255)	(255)
Recognised in other comprehensive income	9,188	7,263	77,840	94,291
Recognised in profit or loss	-	-	255	255
Closing balance	<b>9,198</b>	<b>167,523</b>	<b>741,259</b>	<b>917,980</b>

**(i) Valuation inputs and relationships to fair value**

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements. See (c) above for the valuation techniques adopted.

Description	Fair Value at 31/12/16	Valuation technique	Significant unobservable inputs	Range of inputs (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
	<b>\$'000</b>				
Unlisted equity securities at valuation	11,027	Adjusted net assets	A reasonable estimate of the fair value is determined by reference to the underlying net asset base of the investment, add the market capitalisation of the investment, then discounting the value to reflect the existing restrictive agreement in place.	n/a	A significant increase or decrease in the net asset of the investment / security would result in a significantly higher or lower fair value
	<b>11,027</b>				
Description	Fair Value at 31/12/16	Valuation technique	Significant unobservable inputs		
	<b>\$'000</b>				
Land	173,420	Market approach	Community Service Obligation (CSO) adjustment		
Buildings	977,849	Depreciated replacement cost	Direct cost per square metre and useful life of specialised buildings		
	<b>1,151,269</b>				

There was no change in the valuation technique(s) used to calculate the fair values disclosed in the financial statements.

**(ii) Valuation process**

The group engages external, independent and qualified valuers to determine the fair value of the group's land and buildings at least every three years. The land and buildings were valued by Cunningham Property Consultants (Property Consultants and Valuers) at 31 October 2016.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2016

		<i>University only</i>							
		Commonwealth Grants Scheme #1		Indigenous Support Program		Higher Education Participation Program #2		Disability Support Program	
		2016	2015	2016	2015	2016	2015	2016	2015
<b>22. ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE</b>		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>22.1 Education - CGS and Other Education Grants</b>	<b>Note</b>								
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)		284,501	274,007	1,564	1,575	5,764	4,904	432	397
Net accrual adjustments		(1,440)	(2,069)	-	-	-	-	-	-
Revenue for the period	2.1	283,061	271,938	1,564	1,575	5,764	4,904	432	397
Surplus / (deficit) from the previous year		-	-	-	-	-	312	-	-
Total revenue including accrual revenue		283,061	271,938	1,564	1,575	5,764	5,216	432	397
Less expenses including accrual expenses		(283,061)	(271,938)	(1,564)	(1,575)	(5,764)	(5,216)	(432)	(397)
Surplus / (deficit) for reporting period		-	-	-	-	-	-	-	-

#1 Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading and CGS - Medical Student Loading and Full Fee Places Transition Loading

#2 Includes Access and Participation Fund and National Priorities Pool

		<i>University only</i>					
		Promotion of Excellence in Learning & Teaching		Superannuation Programme		Total	
		2016	2015	2016	2015	2016	2015
<b>22.1 Education - CGS and Other Education Grants</b>		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>22.1 Education - CGS and Other Education Grants</b>	<b>Note</b>						
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	695	326	15,548	13,345	308,504	294,554
Net accrual adjustments		-	-	(2,492)	592	(3,932)	(1,477)
Revenue for the period	2.1	695	326	13,056	13,937	304,572	293,077
Surplus / (deficit) from the previous year		75	30	-	-	75	342
Total revenue including accrual revenue		770	356	13,056	13,937	304,647	293,419
Less expenses including accrual expenses		(770)	(281)	(13,056)	(13,937)	(304,647)	(293,344)
Surplus / (deficit) for reporting period		-	75	-	-	-	75

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2016

		<i>University only</i>							
		HECS - HELP (Australian Government payments only)		FEE - HELP		SA-HELP		Total	
		2016	2015	2016	2015	2016	2015	2016	2015
<b>22. ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (CONTINUED)</b>									
<b>22.2 Higher Education Loan Programmes</b>	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Cash payable / (receivable) at beginning of year		827	1,203	(4,329)	(4,042)	-	315	(3,502)	(2,524)
Financial assistance received in cash during the reporting period	2.1	196,487	191,494	44,959	40,968	4,005	3,978	245,451	236,440
Cash available for the year		197,314	192,697	40,630	36,926	4,005	4,293	241,949	233,916
Net accrual adjustments		(682)	(1,091)	(1,231)	68	-	(315)	(1,913)	(1,338)
Revenue earned	2.1	(195,407)	(190,779)	(42,513)	(41,323)	(4,005)	(3,978)	(241,925)	(236,080)
Cash payable / (receivable) at end of year		<b>1,225</b>	<b>827</b>	<b>(3,114)</b>	<b>(4,329)</b>	<b>-</b>	<b>-</b>	<b>(1,889)</b>	<b>(3,502)</b>

		<i>University only</i>											
		Australian Postgraduate Awards		International Postgraduate Research Scholarships		Indigenous Commonwealth Accommodation Scholarship #3		Indigenous Commonwealth Education Cost Scholarships #3		Indigenous Access Scholarships		Total	
		2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
<b>22.3 Scholarships</b>	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	5,224	4,771	401	370	52	-	138	64	221	193	6,036	5,398
Net accrual adjustments		-	-	-	-	-	(30)	-	(98)	-	(94)	-	(222)
Revenue for the period	2.1	5,224	4,771	401	370	52	(30)	138	(34)	221	99	6,036	5,176
Surplus / (deficit) from the previous year		1,580	830	398	262	-	30	-	97	-	94	1,978	1,313
Total revenue including accrual revenue		6,804	5,601	799	632	52	-	138	63	221	193	8,014	6,489
Less expenses including accrual expenses and amount returned during the year		(2,659)	(4,021)	(277)	(234)	(52)	-	(138)	(63)	(221)	(193)	(3,347)	(4,511)
Surplus / (deficit) for reporting period		<b>4,145</b>	<b>1,580</b>	<b>522</b>	<b>398</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,667</b>	<b>1,978</b>

#3 includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.

		<i>University only</i>									
		Joint Research Engagement		Research Infrastructure Block Grants		Research Training Scheme		Sustainable Research Excellence in Universities		Total	
		2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
22. ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (CONTINUED)	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>22.4 Education Research</b>											
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	5,018	5,169	3,345	2,898	12,421	11,509	2,686	2,114	23,470	21,690
Net accrual adjustments		-	-	-	-	-	-	-	-	-	-
Revenue for the period	2.1	5,018	5,169	3,345	2,898	12,421	11,509	2,686	2,114	23,470	21,690
Surplus / (deficit) from the previous year		-	-	-	-	-	-	-	-	-	-
Total revenue including accrual revenue		5,018	5,169	3,345	2,898	12,421	11,509	2,686	2,114	23,470	21,690
Less expenses including accrual expenses		(5,018)	(5,169)	(3,345)	(2,898)	(12,421)	(11,509)	(2,686)	(2,114)	(23,470)	(21,690)
Surplus / (deficit) for reporting period		-	-	-	-	-	-	-	-	-	-

		<i>University only</i>					
		Projects #4		Fellowships		Total	
		2016	2015	2016	2015	2016	2015
22.5 AUSTRALIAN RESEARCH COUNCIL GRANTS	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Discovery</b>							
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	5,729	5,867	1,832	2,152	7,561	8,019
Net accrual adjustments		-	-	-	-	-	-
Revenue for the period	2.1	5,729	5,867	1,832	2,152	7,561	8,019
Surplus / (deficit) from the previous year		3,575	3,236	2,353	785	5,928	4,021
Total revenue including accrual revenue		9,304	9,103	4,185	2,937	13,489	12,040
Less expenses including accrual expenses		(6,186)	(5,528)	(1,938)	(584)	(8,124)	(6,112)
Surplus / (deficit) for reporting period		<b>3,118</b>	<b>3,575</b>	<b>2,247</b>	<b>2,353</b>	<b>5,365</b>	<b>5,928</b>

#4 includes Discovery Early Career Researcher Award.

		<i>University only</i>							
		Infrastructure		Projects		Industrial Transformation Research Program		Total	
		2016	2015	2016	2015	2016	2015	2016	2015
<b>22. ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (CONTINUED)</b>									
<b>22.6 AUSTRALIAN RESEARCH COUNCIL GRANTS (CONTINUED)</b>	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Linkages</b>									
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	368	510	1,607	1,568	1,994	1,435	3,969	3,513
Net accrual adjustments		-	-	-	-	-	-	-	-
Revenue for the period	2.1	368	510	1,607	1,568	1,994	1,435	3,969	3,513
Surplus / (deficit) from the previous year		-	654	2,031	2,488	1,420	-	3,451	3,142
Total revenue including accrual revenue		368	1,164	3,638	4,056	3,414	1,435	7,420	6,655
Less expenses including accrual expenses		(50)	(1,164)	(2,171)	(2,025)	(476)	(15)	(2,697)	(3,204)
Surplus / (deficit) for reporting period		<b>318</b>	<b>-</b>	<b>1,467</b>	<b>2,031</b>	<b>2,938</b>	<b>1,420</b>	<b>4,723</b>	<b>3,451</b>

		<i>University only</i>							
		Better Universities Renewal Fund		Teaching and Learning Capital Fund		Education Investment Fund		Total	
		2016	2015	2016	2015	2016	2015	2016	2015
<b>22.7 Other Capital Funding</b>	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	-	-	-	-	100	2,900	100	2,900
Net accrual adjustments		13	23	-	(80)	-	-	13	(57)
Liability for the period		13	23	-	(80)	100	2,900	113	2,843
Balance b/f from the previous year		1,051	1,045	-	80	(100)	(3,000)	951	(1,875)
Total liabilities		1,064	1,068	-	-	-	(100)	1,064	968
Less expenses including accrual expenses (the same amounts are recognised as revenue)	2.1	(921)	(17)	-	-	-	-	(921)	(17)
Unspent (overspent) balance at the end of reporting period		<b>143</b>	<b>1,051</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100)</b>	<b>143</b>	<b>951</b>

		<i>University only</i>	
		2016	2015
<b>22. ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE (CONTINUED)</b>			
<b>22.8 OS-HELP</b>	<b>Note</b>	<b>\$000's</b>	<b>\$000's</b>
Cash received during the reporting period		6488	8,577
Cash spent during the reporting period		(7640)	(6,321)
Net cash received	2.1	(1,152)	2,256
Cash surplus / (deficit) from the previous period		3,190	934
Cash surplus / (deficit) for the reporting period		<b>2,038</b>	<b>3,190</b>
<b>22.9 Student Services and Amenities Fee</b>			
Unspent / (overspent) revenue from previous period		987	2,003
SA-HELP revenue earned		4,005	3,978
Student services fees direct from students		1,959	2,435
Total revenue expendable in period		6,951	8,416
Student services expenses during period		(5,534)	(7,429)
Unspent / (overspent) student services revenue		<b>1,417</b>	<b>987</b>



## Financial Statements for the year ended 31 December 2016

### Declaration by Chancellor, Vice-Chancellor and Chief Financial Officer

In our opinion:

The accompanying financial statements and notes present fairly the financial position of the University and the consolidated group as at 31 December 2016, the financial performance for the year ended 31 December 2016, and comply with the *Financial Management Act 1994*, the applicable Financial Reporting Directions, *Australian Charities and Not-for-profits Commission Act 2012*, Australian Accounting Standards and other mandatory professional reporting requirements.

At the date of this declaration there are reasonable grounds to believe that the University and the consolidated group will be able to pay its debts as and when they fall due.

The amount of Australian Government financial assistance expended during the reporting period was for the purposes for which it was intended and Deakin University has complied with applicable legislation, contracts, agreements and programme guidelines in making this expenditure.

The University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act.

Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.

We are not aware at the date of signing these statements of any circumstances which would render any particulars included in the statements to be misleading or inaccurate.

This declaration is made in accordance with a resolution of Deakin University Council on 16 March 2017.

**Mr John Stanhope AM**  
Chancellor

Date: 16 March 2017  
Geelong

**Professor Jane den Hollander AO**  
Vice-Chancellor and President

Date: 16 March 2017  
Geelong

**Ms Kerrie Parker**  
Chief Financial Officer

Date: 16 March 2017  
Geelong

### Certification

Prior to the adoption of the 2016 financial statements Council considered a declaration from the Vice-Chancellor and Chief Financial Officer that in their opinion:

- the financial records of the University have been properly maintained
- the financial statements comply with the accounting standards, the *Financial Management Act 1994*, applicable Financial Reporting Directions and present fairly the University's financial position and performance; and
- the integrity of the financial statements is founded on a sound system of risk management and internal control which is operating effectively.

**Mr John Stanhope AM**  
Chancellor

Date: 16 March 2017  
Geelong

# Independent Audit Report

## VAGO

Victorian Auditor-General's Office

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Melbourne VIC 3000  
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### To the Council of Deakin University

#### Qualified opinion

I have audited the consolidated financial report of Deakin University (the university) and its controlled entities (together the consolidated entity) which comprises the:

- consolidated entity and university statements of financial position as at 31 December 2016
- consolidated entity and university statements of comprehensive income for the year then ended
- consolidated entity and university statements of changes in equity for the year then ended
- consolidated entity and university statements of cash flows for the year then ended
- notes including a summary of significant accounting policies
- Chancellor, Vice-Chancellor and President and Chief Financial Officer's certification.

In my opinion, except for the effects of the matter described in the *Basis for Qualified Opinion* section of my report, the financial report is in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* including:

- presenting fairly, in all material respects, the financial position of the university and the consolidated entity as at 31 December 2016 and their financial performance and cash flows for the year then ended
- complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2013*.

#### Basis for qualified opinion

Deakin University has recognised a liability of \$31,778,000 in the statement of financial position (2015: \$27,930,000) that represents Australian Government Financial Assistance grants received but not spent during the year ended 31 December 2016.

As stated in Note 1(b) to the financial report, the University regards the receipt of such income as a reciprocal transfer and defers the income until the services required by the grant are provided. In my opinion, these grants are non-reciprocal in nature and, as required by Australian Accounting Standard AASB 1004 *Contributions*, the income should be recognised in the reporting period in which the associated cash is received. The University's accounting policy represents a departure from the requirements of AASB 1004. The University first adopted this accounting policy in the year ended 31 December 2007 and has caused me to qualify my audit opinion on the financial report since that time.

The following adjustments to the financial report are required to recognise grants as income for both Deakin University and the consolidated group in accordance with AASB 1004: *Trade and other payables* be reduced by \$31.778 million (2015: \$27.930 million) and the *Net Result and Total Comprehensive income* be increased by \$3.867 million in 2016 (2015: \$5 thousand).

## Independent Audit Report (continued)

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### Basis for qualified opinion (continued)

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

The Auditor-General's independence is established by the *Constitution Act 1975*. My staff and I are independent of the university and the consolidated entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

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### Council's responsibilities for the financial report

The Council of the university is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Financial Management Act 1994* and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the Council determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Council is responsible for assessing the university and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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### Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university and the consolidated entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council

## Independent Audit Report (continued)

### Auditor's responsibilities for the audit of the financial report (continued)

- conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the university and the consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the university and the consolidated entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the university and the consolidated entity to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the university and the consolidated entity. I remain solely responsible for my audit opinion.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Council with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Council with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

MELBOURNE  
21 March 2017



Simone Bohan  
*as delegate for the Auditor-General of Victoria*

## Principal Activities

During the year the principal continuing activities of Deakin University consisted of providing academic and professional studies at undergraduate and postgraduate level in award and non-award courses to suitably qualified entrants; undertaking research; and providing academic and other expertise to industry, the professions and government through professional development and continuing education programs, teaching, research and consultancies.

During the 2016 reporting period no significant changes occurred in the nature of the principal activities of Deakin University.

## Review of Operations

A review of operations for the year 2016, of which this report forms a part, is set out on pages 17-57.

## Significant Changes in the State of Affairs

No major changes or factors occurred during 2016, which have affected the University's operational objectives for the year. No events occurred subsequent to balance date, which may have a significant effect on Deakin's operations in subsequent years.

## Environmental Regulation

Deakin University is subject to the following environmental legislation:

- Environment Protection and Biodiversity Conservation Act 1999 (Cth)
- National Greenhouse and Energy Reporting Act 2007 (Cth)
- Planning and Environment Act 1987 (Vic)
- Environment Protection Act 1970 (Vic)
- Water Act 1989 (Vic)
- Water Industry Act 1994 (Vic).

The University has a number of measures in place to ensure compliance with this legislation, including an Environmental Sustainability Enabling Policy and an Environmental Sustainability Strategy.

## Insurance of Officers

The University maintains a comprehensive insurance program, which is renewed annually. The insurance program includes a suite of directors' and officers' liability insurances for members of Council and directors and officers of the University including all controlled entities of the University. The premium for the current insurance period was \$33,300 (excluding GST).

## Significant changes in financial position for the year ended 31 December 2016

### Statement of Comprehensive Income

The University's reported consolidated net result for the year was \$47.5m in 2016, compared to \$67.9m in 2015.

Total income from continuing operations for 2016 was \$1,002.8m, \$54.0m above 2015, attributable to:

- an increase of \$17.0m in Commonwealth Supported Places – Commonwealth Grant Scheme (CGS) and Higher Education Loan Programme scheme (HELP)
- a decrease of \$4.7m in other Australian Government financial assistance income
- a decrease of \$4.3m State Government financial assistance income
- an increase of \$26.8m in course fees and charges across international fee paying onshore international fee paying offshore and domestic fee paying students
- an increase of \$6.2m in other non-course fees and charges
- an increase of \$14.0m in other income comprising \$3.2m in investment income, \$2.1m in royalty income, \$3.3m in consultancy and contract research income and \$5.5m in other revenue.

Total expenses from continuing operations for 2016 were \$955.3m, \$74.4m above 2015, attributable to:

- an increase of \$54.7m in employee related expenses
- a decrease of \$5.5m in impairment of assets
- an increase of \$13.7m in derecognition of construction on progress expense
- an increase of \$5.9m in advertising, marketing and promotional expenses
- a decrease of \$6.8m in consultants and contractors expenses
- an increase of \$3.2m in equipment costs
- a decrease of \$8.7m in infrastructure payments
- an increase of \$6.7m in scholarships, grants and prizes
- an increase of \$3.8m in student expenses
- an increase of \$5.3m in other expenses comprising \$1.8m in repairs and maintenance expense, \$1.7m in international agents' commissions and \$1.8m in library expenses.

### Underlying Surplus Reconciliation

When adjusted for major one-off items, the underlying surplus is \$46.2m, comparable to \$67.0m in 2015:

	2016	2015
Underlying Surplus Reconciliation	\$m's	\$m's
Operating net result for the year	47.5	67.9
Major one-off items:		
Capital grants	(3.3)	(9.8)
Impairment of investments	2.0	8.9
<b>Underlying operating net result for the year</b>	<b>46.2</b>	<b>67.0</b>

### Statement of financial position

Total assets have increased by \$167.4m from 2015.

Cash and other financial assets were \$22.9m higher than in 2015.

A combination of \$151.9m in capital expenditure, less depreciation and disposals totalling \$76.9m, less derecognition of construction in progress of \$13.7m, plus the revaluation of \$86.2m contributed to an increase of \$147.5m in property, plant and equipment.

Total liabilities increased by \$24.4m from 2015.

Reflecting an increase of \$10.3m in the liability to Australian Government for unspent financial assistance and an increase in income received in advance of \$19.7m.

The Annual Report was approved by the Deakin University Council at its meeting on 16 March 2017.

## Auditor-General's Qualification

The Victorian Auditor-General has again qualified the University's financial report on the grounds that unspent grants provided by the Federal and State governments received in advance as at 31 December 2016 have been recognised as income in advance and recognised as a liability in the Statement of Financial Position.

The University's treatment is in accordance with Australian Accounting Standard AASB 118 - Revenue. The University regards the receipt of these payments as a reciprocal transfer where the grants have outstanding performance or return conditions.

The Victorian Auditor-General has taken the view that these payments are non-reciprocal government grants and should be accounted for in accordance with Australian Accounting Standard AASB 1004 - Contributions, whereby such payments are treated as income in the year of receipt.

The University does not agree with this interpretation of the nature of the income and has external advice to confirm its interpretation.

The qualification in relation to the current year is as follows:

"Deakin University has recognised a liability of \$31,778,000 in the statement of financial position (2015: \$27,930,000) that represents Australian Government Financial Assistance grants received but not spent during the year ended 31 December 2016.

As stated in Note 1(b) to the financial report, the University regards the receipt of such income as a reciprocal transfer and defers the income until the services required by the grant are provided. In my opinion, these grants are non-reciprocal in nature and, as required by Australian Accounting Standard AASB 1004 Contributions, the income should be recognised in the reporting period in which the associated cash is received. The University's accounting policy represents a departure from the requirements of AASB 1004. The University first adopted this accounting policy in the year ended 31 December 2007 and has caused me to qualify my audit opinion on the financial report since that time."

The Australian Accounting Standards Board (AASB) has recently completed a review of grant accounting for not-for-profit organisations. However, for 2016 the current accounting standards apply.

FIVE-YEAR FINANCIAL SUMMARY (Consolidated)	2016	2015	2014	2013	2012
	\$000's	\$000's	\$000's	\$000's	\$000's
<b>Operating income</b>					
Commonwealth Government grants	370,392	362,896	353,595	320,371	319,425
HECS-HELP	213,479	210,510	197,445	174,830	142,340
State government grants	10,402	14,667	6,707	15,414	9,363
Other	408,519	360,701	340,806	325,906	314,944
<b>Total operating income</b>	<b>1,002,792</b>	<b>948,774</b>	<b>898,553</b>	<b>836,521</b>	<b>786,072</b>
<b>Operating expenses</b>	<b>955,323</b>	<b>880,852</b>	<b>830,381</b>	<b>757,430</b>	<b>677,617</b>
<b>Operating result before income tax</b>	<b>47,469</b>	<b>67,922</b>	<b>68,172</b>	<b>79,091</b>	<b>108,455</b>
<b>Income tax benefit / (expense)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(843)</b>	<b>473</b>
<b>Operating result after income tax</b>	<b>47,469</b>	<b>67,922</b>	<b>68,172</b>	<b>78,248</b>	<b>108,928</b>

## BALANCE SHEET INFORMATION

<b>Current assets</b>					
Cash assets	32,541	22,830	23,572	56,951	73,238
Receivables	46,968	47,458	56,415	62,586	53,277
Other financial assets	179,000	255,000	221,000	149,400	146,340
Deferred government contribution for superannuation	13,074	13,966	13,290	13,233	12,925
Other	230	308	321	243	190
	<b>271,813</b>	<b>339,562</b>	<b>314,598</b>	<b>282,413</b>	<b>285,970</b>
<b>Non-current assets</b>					
Other financial assets	316,936	227,762	198,468	149,554	118,092
Property, plant and equipment	1,587,783	1,440,289	1,324,485	1,327,495	1,152,650
Deferred government contribution for superannuation	142,526	147,460	152,397	156,644	219,791
Other	9,558	6,166	4,194	3,176	3,341
	<b>2,056,803</b>	<b>1,821,677</b>	<b>1,679,544</b>	<b>1,636,869</b>	<b>1,493,874</b>
<b>Liabilities</b>					
Payables	230,419	202,325	189,097	193,101	167,565
Borrowings	-	-	9	19	27
Provision for employee entitlements	95,318	93,207	96,137	87,361	76,771
Deferred employee benefits for superannuation	155,600	161,426	165,687	169,877	232,716
	<b>481,337</b>	<b>456,958</b>	<b>450,930</b>	<b>450,358</b>	<b>477,079</b>
<b>Net assets</b>	<b>1,847,279</b>	<b>1,704,281</b>	<b>1,543,212</b>	<b>1,468,924</b>	<b>1,302,765</b>
<b>Total equity</b>	<b>1,847,279</b>	<b>1,704,281</b>	<b>1,543,212</b>	<b>1,468,924</b>	<b>1,302,765</b>

## Payments to Consultants 2016

During the year the University engaged the following consultants:

\$897,808	Ladoo	Development of content management system
\$850,075	Tribal Group	Replacement of student management system
\$619,595	Charter Mason	Replacement of student management system
\$308,150	Presence of IT	Replacement of human resources management system
\$188,284	Cubewise	Business Intelligence Project
\$105,936	Nous Group	Optimising student services and support
<b>\$2,969,848</b>	<b>Total combined cost of six consulting firms costing more than \$100,000</b>	
<b>\$502,247</b>	<b>The combined cost of seven consulting firms costing less than \$100,000</b>	

# University Disclosure Index

Item No.	Source	Summary Of Reporting Requirements	Page No./s
<b>Standing Directions/Financial Management Act 1994 (FMA)</b>			
1	FRD 22G	Report of Operations contains general information about the entity and its activities, highlights for reporting period and future initiatives and is prepared on a basis consistent with financial statements pursuant to the Financial Management Act 1994.	1-57
2	SD 5.21 (a)	Report of Operations is prepared in accordance with Financial Reporting Directions.	76;113
3	SD 5.2.3	Report of Operations is signed and dated by Chancellor or equivalent and includes date of Council Meeting at which Annual Report was approved.	1
4	SD 5.2.2	Financial Statements are prepared in accordance with: <ul style="list-style-type: none"> <li>• Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements;</li> <li>• Financial Reporting Directions; and</li> <li>• Business Rules.</li> </ul>	76, 113
5	FRD 226 and FMA	Financial Statements available, including: <ul style="list-style-type: none"> <li>• Balance Sheet and income statement;</li> <li>• Statement of Recognised Income and Expense;</li> <li>• Cash Flows Statement; and</li> <li>• Notes to the financial statements.</li> </ul>	72-112
6	SD 5.2.2 and FMA s49	The financial statements must contain such information as required by the Minister and be prepared in a manner and form approved by the Minister. They must be signed and dated by the Accountable Officer, CFAO and a member of the Responsible Body, in a manner approved by the Minister, stating whether, in their opinion the financial statements: <ul style="list-style-type: none"> <li>• Present fairly the financial transactions during reporting period and the financial position at end of the period;</li> <li>• Were prepared in accordance with Standing Direction 4.2(c) and applicable Financial Reporting Directions; and</li> <li>• Comply with applicable Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements.</li> </ul>	76;113
7	FRD 30	Financial Statements are expressed in the nearest dollar except where the total assets, or revenue, or expenses of the institution are greater than: <ul style="list-style-type: none"> <li>• \$10,000,000, the amounts shown in the financial statements may be expressed by reference to the nearest \$1,000; and</li> <li>• \$1,000,000,000, the amounts shown in the financial statements may be expressed by reference to the nearest \$100,000.</li> </ul>	79

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8	SD 3.2.1 (c)	The financial statements were reviewed and recommended by the Audit Committee or Responsible Body prior to finalisation and submission.	60
9	SD 4.5.5	Attestation on compliance with the Australian/New Zealand Risk Management Standard.	67
10	FRD 03A	Accounting for Dividends	NA
11	FRD 07A	Early Adoption of Authoritative Accounting Pronouncements	80
12	FRD 10	Disclosure Index	121-124
13	FRD 11	Disclosure of Ex-gratia Payments	99
14	FRD 17B	Long Service leave and annual leave for employees	79;85;92-93
15	FRD 21B	Disclosures of Responsible Persons, Executive Officer and Other Personnel (Contractors with significant management responsibilities) in the Financial Report	97-99
16	FRD 22G	<p>Consultants:</p> <p>Report of Operations must include a statement disclosing each of the following</p> <ol style="list-style-type: none"> <li>1. Total number of consultancies of \$10,000 or more (excluding GST)</li> <li>2. Location (eg website) of where details of these consultancies over \$10,000 have been made publicly available</li> <li>3. Total number of consultancies individually valued at less than \$10,000 and the total expenditure for the reporting period</li> </ol> <p><b>AND</b> for each consultancy more than \$10,000 a schedule is to be published on the University website listing:</p> <ul style="list-style-type: none"> <li>• Consultant engaged</li> <li>• Brief summary of project</li> <li>• Total project fees approved (excluding GST)</li> <li>• Expenditure for reporting period (excluding GST)</li> <li>• Any future expenditure committed to the consultant for the project</li> </ul>	120
17	FRD 22G	Manner of establishment and the relevant Minister	59
18	FRD 22G	Purpose, functions, powers and duties linked to a summary of activities, programs and achievements	3-57
19	FRD 22G	Nature and range of services provided including communities served	18-57
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21	FRD 22G	Names of Council members	63-64
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<b>23</b>	FRD 22G	Occupational health and safety statement including performance indicators, and performance against those indicators. Reporting must be on the items listed at (a) to (e) in the FRD	42-44
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<b>25</b>	FRD 22G	Summary of the financial results for the year including previous 4 year comparisons	120
<b>26</b>	FRD 22G	Significant changes in financial position during the year	118
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<b>30</b>	FRD 22G	Post-balance sheet date events likely to significantly affect subsequent reporting periods	97
<b>31</b>	FRD 22G	Where a university has a workforce inclusion policy, a measurable target and report on the progress towards the target should be included	38-39
<b>32</b>	FRD 22G	Schedule of any government advertising campaign in excess of \$150,000 or greater (exclusive of GST) include list from (a) – (d) in the FRD	NA
<b>33</b>	FRD 22G	Summary of application and operation of the Freedom of Information Act 1982	69
<b>34</b>	FRD 22G	Statement of compliance with building and maintenance provisions of the Building Act 1993	69
<b>35</b>	FRD 22G	Statement where applicable on the implementation and compliance with the National Competition Policy	69
<b>36</b>	FRD 22G	Summary of application and operation of the Protected Disclosure Act 2012	69
<b>37</b>	FRD 22G	Statement, to the extent applicable, on the application and operation of the Carers Recognition Act 2012 (Carers Act), and the actions that were taken during the year to comply with the Carers Act	42
<b>38</b>	FRD 22G	Summary of Environmental Performance including a report on office based environmental impacts	45-46
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41	FRD 26A	Accounting for VicFleet Motor Vehicle Lease Arrangements on or after 1 February 2004	NA
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45	FRD 105A	Borrowing Costs	76
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48	FRD 109	Intangible assets	73;78;92
49	FRD 110	Cash Flow Statements	75;95-96
50	FRD 112D	Defined benefit superannuation obligations	79;96-97
51	FRD 113A	Investments in Subsidiaries, Jointly Controlled Associates and Entities	89;100
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54	ETRA, s. 3.2.8	Statement on compulsory non-academic fees, subscriptions and charges payable in 2016	49;112
55	PAEC	Financial and other information relating to the university's international operations	21-23; 34-36, 84
56	University Commercial Activity Guidelines	<ul style="list-style-type: none"> <li>• Summary of the university commercial activities</li> <li>• If the university has a controlled entity, include the accounts of that entity in the university's Annual Report</li> </ul>	68 68

# Glossary

<b>AACSB</b>	Association to Advance Collegiate Schools of Business
<b>AGS</b>	Australian Graduate Survey
<b>AIME</b>	Australian Indigenous Mentoring Experience
<b>AQF</b>	Australian Qualifications Framework
<b>ARC</b>	Australian Research Council
<b>ARWU</b>	Academic Ranking of World Universities
<b>BCL</b>	Blue Carbon Laboratory
<b>CADET</b>	Centre for Advanced Design in Engineering Training
<b>CEQ</b>	Course Experience Questionnaire
<b>CeRRF</b>	Centre for Regional and Rural Futures
<b>CRADLE</b>	Centre for Research in Assessment and Digital Learning
<b>DEAP</b>	Deakin Engagement and Access Program
<b>DPO</b>	Deakin Portfolio Office
<b>DRS</b>	Deakin Residential Services
<b>DUELI</b>	Deakin University English Language Institute
<b>DUSA</b>	Deakin University Student Association
<b>DSTIL</b>	Deakin Software and Technology Innovation Laboratory
<b>EA</b>	Enterprise Agreement
<b>EFTSL</b>	Equivalent Full Time Student Load
<b>EFMD</b>	European Program for Management Development
<b>ERA</b>	Excellence in Research for Australia
<b>ESD</b>	Ecological Sustainable Design
<b>ESG</b>	Environmental, Social and Governance
<b>GCEID</b>	Geelong Centre for Emerging Infectious Diseases
<b>GFA</b>	Gross Floor Area
<b>GIP</b>	Geelong Innovation Precinct
<b>GRI</b>	Global Reporting Initiative
<b>HDR</b>	Higher Degree by Research
<b>IFM</b>	Institute for Frontier Materials
<b>IOS</b>	India Oil Corporation
<b>IISRI</b>	Institute for Intelligent Systems and Research
<b>IKE</b>	Institute of Koorie Education
<b>IPAN</b>	Institute for Physical Activity and Nutrition
<b>NCP</b>	New Colombo Plan
<b>NHMRC</b>	National Health and Medical Research Council
<b>QILT</b>	Quality Indicators for Learning and Teaching
<b>REACH</b>	Regional Community Health Hub
<b>SES</b>	Student Experience Survey
<b>SRC</b>	Strategic Research Centre
<b>STEM</b>	Science, Technology Engineering and Mathematics
<b>VAGO</b>	Victorian Auditor-General's Office
<b>WGEA</b>	Workplace Gender Equality Agency
<b>WIL</b>	Work Integrated Learning



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