

Council's fulfilment of its 2015 business schedule

Responsibility or function	Reference*	No.	Actions	Outcomes	Achieved?
1. Strategic direction, budget and business plan					
Approving the mission and strategic direction of the University and its annual budget and business plan	8(3)(b)	1.1	In February Council held its Strategy Conference to review and renew the University's strategic direction.	The University's strategic plan was affirmed and strategic priorities for the year agreed. At its Strategy Conference Council established graduate employability as a key focus for the year and at subsequent meetings received presentations from the CEO VECCI and the Pro Vice-Chancellor (Graduate Employment) on this topic.	Yes
	8(3)(b)	1.2	In the Strategy Conference Council considered presentations from experts about policy and trends in national and international higher education.	The University's national and international positioning was analysed in alignment with the Strategic Plan. In the post Conference evaluation Council members rated external presentations at the Strategy Conference as highly valuable.	
	8(3)(b)	1.3	In March Council considered options for the future of the Warrnambool Campus.	Council approved the development of the Warrnambool 2020 Strategy to shape the future development of the Campus. Throughout the year Council monitored the progress of actions under this Strategy.	
	8(3)(b)	1.4	In August Council held its inaugural student forum.	Council received the views of students from different disciplines, campuses and year levels about their perceptions of Deakin's strengths, future opportunities and areas for improvement.	
	8(3)(b)	1.5	In December Council considered the University's Financial Plan for the coming triennium (see also 3.1 below).	The Financial Plan 2016-2018 was approved.	
2. Oversight and review of University performance					
Appoint and monitor the performance of the Vice-Chancellor as chief executive officer of the University	8(3)(a)	2.1 – 2.2	In February the Chancellor and Deputy Chancellors conducted the review of the Vice-Chancellor's performance.	In March Council received the Chancellor's report on the Vice-Chancellor's performance as chief executive officer of the University.	Yes

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Oversee and review the management of the University and its performance	8(3)(c)	2.3	In March Council considered the University's 2014 Annual Report including annual financial statements and risk statement.	The University's 2014 Annual Report was approved on 5 March 2015 and tabled in the Victorian Parliament on 14 April 2015.	Yes
	8(3)(c)	2.4	In March Council considered the report on the University's performance in 2014 against strategic plan performance indicators. In August Council considered the report on the University's performance in the first half of 2015 against strategic plan performance indicators.	The University's performance against strategic plan measures was endorsed. Key progress was noted: <ul style="list-style-type: none"> • 4% growth against 2014 in student numbers, including a significant increase in international students • progress around many projects related to the student journey, including the development of a sophisticated approach to the Cloud (Online) Campus and our Cloud student experience • new PhD model incorporating additional professional and skills development • completion of significant building projects • progress on all ICT projects • implementation of the new leadership and professional development program for the Senior Management Group • increase in the underlying surplus and achievement of the minimum fund value of the Future Fund. 	
	8(3)(c)	2.5	Council considered reports by the Vice-Chancellor and presentations by Executives on strategic matters and the implementation of the strategic plan.	Questions on the University's performance were addressed by the Vice-Chancellor and Executives at each meeting of Council.	
	8(3)(c)	2.6	In October Council considered the presentation from Executive Director, Human Resources Division on human resources issues, including: <ul style="list-style-type: none"> • workplace health and safety • staff retention, turnover, complaints and career development activities • results from the 2015 staff survey. 	Council considered the annual update on human resources issues, including data on workplace health and safety, staff retention and staff development strategies. Council noted the high degree of engagement by University staff with the University's goals and values as evidenced by the response rate (90%+) and results of the survey.	

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Maintain a clear distinction between governance and management	TEQSA 3.3, ASX 1	2.7	In July Council conducted the 2015 biennial review of Council committees, which included a review of the clarity and effectiveness of the distinction between governance and management in committee work.	The review of committees found that the distinction between governance and management was clear and effective in the work of committees.	Yes
3. Overseeing the management and control of finances					
Oversee the management and control of the University finances	9(1)(e)	3.1	At each meeting Council considered the financial and major projects reports from the Chief Financial Officer.	Financial performance was monitored throughout the year and any material variations to budget and to major project milestones were analysed. Overall financial performance during the year was consistent with budget. The Financial Plan 2016-2018 approved in December included additional transfers to the Future Fund to achieve the new target set by Council.	Yes
	9(1)(e)	3.2	Council received quarterly reports on the performance of the University's investments following meetings of the Investment Committee. In September Council received the annual presentation on the University's investments from Frontier Advisors.	<p>Council:</p> <ul style="list-style-type: none"> established a new target for the University's Long-Term Investment Pool (the Future Fund) monitored the performance of the Short- and Long-Term Pools noted the performance of the Environmental, Social and Governance Pool and the ESG credentials of the University's investments. 	
Safeguard integrity in financial reporting	ASX4,7	3.3	<p>In March Council considered the University's audited annual financial statements and the opinion of the Victorian Auditor General. Council noted that the audit opinion was qualified as in previous years due to a difference in interpretation about the treatment of certain grant income.</p> <p>The 2015 review of Council committees invited comments on the quality and timeliness of financial reporting.</p>	<p>The University's annual financial statements were approved.</p> <p>The 2015 review of Council committees endorsed the quality of financial reporting and identified areas for further enhancement, which have been implemented, eg clearer depiction of changes since the previous report.</p>	Yes

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4. University legislation and policies					
Establish policy and procedural principles for the operation of the University consistent with legal requirements and community expectations	8(3)(d)	4.1	Council considered amendments to Regulations following each meeting of the Legislation Committee.	<p>The following regulations were updated:</p> <ul style="list-style-type: none"> • 2.3(1) – <i>The Faculties</i> • 2.4(5) – <i>Alfred Deakin Research Institute</i> • 3.1(6) – <i>Honorary Staff</i> • 5.3(1) – <i>Assessment and Academic Progress in Higher Education Award Courses</i> • 5.1(1) – <i>Enrolment</i> • 5.2(5) – <i>Higher Doctorates</i> • 5.2(6) – <i>Honorary Degrees.</i> <p>The following new regulation was made:</p> <ul style="list-style-type: none"> • 5.3(3) – <i>Assessment and Academic Progress in Higher Degrees by Research</i> 	Yes
Establish policies relating to the governance of the University	9(1)(b)	4.2	In September Council approved a streamlined Policy Framework for the University.	The streamlined Policy Framework was approved to improve the consistency, currency and clarity of University policy and procedures.	Yes
5. Overseeing and monitoring academic activities					
Oversee and monitor the academic activities of the University	8(3)(g), TEQSA 3.7, 4.3	5.1 – 5.2	<p>Throughout the year Council received reports on:</p> <ul style="list-style-type: none"> • outcomes from each meeting of the Academic Board • academic staff appointments, including honorary and adjunct appointments • teaching and research awards and achievements • student retention and progression rates • academic activities in Faculties and Institutes. 	Reports, updates and presentations on academic activities of the University were received and discussed.	Yes

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			In December Council considered a proposal to streamline the University's regulations and related policies on academic awards by: <ul style="list-style-type: none"> • conferring authority on the Academic Board to maintain the list of academic awards • eliminating procedural detail from regulations • removing duplication and overlap between regulations and policies. 	The streamlining of regulations and policies on academic awards was approved for implementation from 2016. It will: <ul style="list-style-type: none"> • expedite the course approval process • further improve coordination between corporate governance by Council and academic governance by the Academic Board. 	
Protect free intellectual inquiry and expression in learning, teaching, and research	TEQSA 4.2	5.3	In December Council received the annual report from the Chair of the Academic Board on activities undertaken by the Board during the year to uphold academic freedom and academic standards in teaching, assessment and research.	The annual report on upholding academic standards and freedom was received and discussed.	Yes
Oversee conferral of higher education awards	TEQSA 3.1	5.4	The Chancellor or a Deputy Chancellor presided at each graduation ceremony and conferred awards on behalf of Council.	Higher education awards were conferred on behalf of Council. The names of graduates (the 'Council List') was maintained by the Division of Student Administration.	Yes
6. Overseeing and monitoring risk management, systems of control and accountability					
Oversee and monitor the assessment and management of risk across the University, including university commercial activities	8(3)(f)	6.1 – 6.2	In March Council: <ul style="list-style-type: none"> • approved an updated Risk Matrix for the assessment of risk attaching to University activities and projects • Council considered the annual report on University risk management. Following each meeting of the Audit and Risk Committee Council received a report on: <ul style="list-style-type: none"> • the University's risk register • controls over the University's most significant risks. 	The annual report on University risk management was approved and the risks inherent in major projects were assessed in the scrutiny of business cases. The 2015 review of Council committees found a high degree of satisfaction among Council members about increased reporting on risk management.	Yes
	8(3)(f)	6.3	In addition to quarterly reports on the finances of controlled commercial entities, in May Council considered a new report providing detailed	The 2015 review of Council committees found a high degree of satisfaction among Council members about increased information on controlled entities.	Yes

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			background on the University's controlled entities. This addressed a recommendation of the 2014 Council review.		
Approve and monitor systems of control and accountability of the University, including those required to maintain a general overview of any entity over which the University has control within the meaning of section 3 of the Audit Act 1994	8(3)(e)	6.4	Council received: <ul style="list-style-type: none"> advice on the 2015 and 2015 Internal Audit Plans approved by the Audit and Risk Committee reports on the outcomes of internal audits and follow up actions, as reviewed by the Audit and Risk Committee. 	Advice was received and discussed on issues arising from reports on: <ul style="list-style-type: none"> occupational health and safety crisis and emergency management insurance compliance effectiveness audits on major projects and areas of activities as scheduled in the approved Internal Audit Plan. 	Yes
	8(3)(e)	6.5-6.6	In March Council considered advice from the Audit and Risk Committee on the annual risk assessments of controlled entities and University compliance with legislative obligations.	The risk statement was approved and all compliance requirements were addressed in the University's Annual Report.	Yes
Monitor the availability of information about internal grievance procedures	Code 9	6.7	In May Council considered a report on the handling of student complaints over the previous year. In October Council consider a presentation on human resources issues including the handling of staff grievances.	Reports on trends in student and staff complaints were considered and analysed; trend data will be considered annually.	Yes
7. Overseeing management and control of property and business affairs					
Oversee the management and control of the property and business affairs of the University	9(1)(d)	7.1 – 7.2	Council considered proposals for: <ul style="list-style-type: none"> projects over \$10 m the acquisition or development of property. 	In March Council noted that the acquisition of certain property on Western Beach Road would not proceed. In May Council approved expenditure for the development of further student accommodation at the Melbourne Burwood Campus. Throughout the year Council monitored the progress of major projects and capital developments.	Yes
	9(1)(d)	7.3	Council considered proposals for commercial ventures including establishing or joining companies.	In October Council noted:	Yes

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				<ul style="list-style-type: none"> the Chancellor's approval on behalf of Council of the acquisition of shares in Quickstep Holdings as part of the company's expansion of R&D the establishment of iHosp Pty Ltd to develop and commercialise technology in data patterning in accordance with the Commercial Activities and Entities Policy. 	
	9(1)(d)	7.4	Council considered the annual report on the campus infrastructure and utilisation plan.	In August Council considered the annual report on the campus infrastructure and utilisation plan. In September Council toured developments in progress at the Melbourne Burwood Campus.	Yes
	9(1)(d)	7.5	In December Council noted the annual asset management report.	Council noted that the annual asset management report had been reviewed by the Finance and Business Affairs Committee.	Yes
	9(1)(d)	7.6	In February Council met by circular resolution to consider the sale of Callista Software Services.	The sale of Callista Software Services was approved.	Yes
	9(1)(d)	7.7	In December Council received advice from the Finance and Business Affairs Committee on the budgets, financial accounts and financial sustainability of the Deakin University Student Association.	Council noted the greatly improved financial position of the Association and its positive performance against its 2015 budget.	Yes
8. Council's own affairs, appointments and effectiveness					
Appoint the Chancellor	Reg 03.1(1)	8.1	Elect Chancellor as required by term of office.	In May Council elected Mr John Stanhope as Chancellor from 1 January 2016.	Yes
Appoint Deputy Chancellors	Reg 03.1(1)	8.2	Appoint Deputy Chancellor's as required by terms of office.	In December Council reappointed Ms Helene Bender and Mr Peter Meehan as Deputy Chancellors.	Yes
Appoint Council appointed members and recommend government appointees	9(1)(a), 13(1)-(3) TEQSA 3.2	8.3	Council was advised throughout the year by the Chancellor of the status of interim and full term Government appointments to Council. The Chancellor's Advisory Committee reviewed Council's skills matrix and register of prospective members and advised the Chancellor on recommendations for (re)appointments to Council.	In October Council approved consolidated Guidelines on Appointments to Council and made the following reappointments of Council appointed members: <ul style="list-style-type: none"> Ms Helene Bender Mr Stuart Hamilton Mr Peter Meehan. 	Yes

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			In October Council considered consolidated Guidelines on Appointments to Council.	In December the following (re)appointments were made by Government: <ul style="list-style-type: none"> • Prof David Ashbridge • Ms Carol Boyer-Spooner • Ms Miranda Douglas-Crane • Dr Simon Eassom • Mr Peter Niblett • Ms Glenys Phillpot. 	
Establish and empower committees	Sch 1, 15	8.4-8.5	Council and its committees reviewed the terms of reference and composition of all committees as part of the 2015 review of committees. In December Council considered committee appointments from 1 January 2016.	The 2015 review of committees concluded that all committees had an appropriate mix of expertise and experience. In October Council confirmed the terms of reference of all committees and added one term of reference to the Audit and Risk Committee. In December Council made Committee appointments from 1 January 2016.	Yes
Approve business schedule	8(3), 9(1)	8.6	In December Council received its 2016 business schedule.	Council received its 2016 business schedule.	Yes
Ensure Council members receive up-to-date information on duties, responsibilities and professional development	Code 3, 5	8.7	Council members were closely involved in directors' and governance forums and networks.	The new member of Council in 2015 Mr Stuart Lasker received a comprehensive induction to Council. New committee members received inductions to committees prior to their first meeting.	Yes
Review fulfilment of responsibilities	8(3), 9(1)	8.8	Council and all committees reviewed the fulfilment of their business schedules for the year.	All committees completed the review of the fulfilment of their business schedules at their final meeting in 2015. Council will receive the present report at its first meeting of 2016 subject to approval by the Chancellor's Advisory Committee.	Yes
Review effectiveness of Council and committees every two years against best practice standards	Code 6	8.9	In 2015 the biennial review of Council committees was conducted. A strong response rate was achieved with 55 responses across all committees.	In June Council considered the results of the 2015 review of committees, which found that: <ul style="list-style-type: none"> • the skills and experience of committee members are well used 	Yes

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				<ul style="list-style-type: none"> the committee system and individual committees are working effectively committee business schedules, agendas and papers enable effective consideration of matters committee processes are sufficiently flexible to address emerging and unexpected issues meetings are well conducted respondents commented on the constructiveness and openness of committee discussions committee recommendations are efficiently followed-up overall committees' roles are clear and they add significant value to University governance. <p>In October 2015 Council approved a series of actions to continue to enhance the work of committees. Council will consider a final report on the implementation of these actions in October 2016.</p>	
9. Reports under University legislation or otherwise mandated					
Institute of Koorie Education	Reg 2.2(4)	9.1	Receive the Institute of Koorie Education annual report.	Council received the Institute of Koorie Education annual report and a presentation from the newly appointed Director of the Institute, Dr Liz Cameron. In December Council considered a report on strengthened academic governance arrangements in the Institute.	Yes
University Seal	Statute 8.1	9.2	Receive report regarding affixation of seal.	Council received reports on: <ul style="list-style-type: none"> all uses of the University Seal all contracts authorised by the Vice-Chancellor above her usual financial delegation in accordance with s 18 of the Contracts Policy 	Yes
Honorary staff	Procedure	9.3	Receive report on the appointment of honorary staff.	Council received reports on the appointment of honorary staff as part of the Vice-Chancellor's reports at each meeting on staffing matters.	Yes

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University advancement - engagement and philanthropy		9.4	Receive reports about donations to the University and community engagement activities.	In September Council received a presentation from the Vice-President (Advancement) on philanthropic contributions and community engagement activities.	Yes
10. University appointments and remuneration					
Executive appointments	27(2), Reg 3.1 (2,3,4)	10.1	Approve the appointment of DVCs, PVCs and VPs, as required.	In August Council approved the appointment of Ms Kerrie Parker as Chief Financial Officer. In October Council approved the reappointment of Mr Ron Fairchild as Vice-President (Advancement). In December Council approved new titles for Executive appointees to enhance their local and international recognition.	Yes
Senior staff remuneration and succession planning for members of the Executive	ToR	10.2	Receive report on remuneration of senior staff and succession planning.	Council received reports from the Remuneration Committee on senior staff remuneration in May and on succession planning in December.	Yes
Appointment of Emeritus and Alfred Deakin Professors	Reg 3.1(5)	10.3	Confer the title of Emeritus and Alfred Deakin Professors.	Council conferred titles as follows: <i>Alfred Deakin Professor</i> <ul style="list-style-type: none"> • Professor Mirko Bagaric • Professor Neil Barnett • Professor Colin Barrow • Professor Ian Chen. <i>Emeritus Professor</i> <ul style="list-style-type: none"> • Professor David Walker. 	Yes
Award of Honorary Doctorates	10 2(b)	10.4	Council considered proposals by the Vice-Chancellor to award Honorary Doctorates following consideration by the Honorary Committee.	The following Honorary Degrees were approved for award: <ul style="list-style-type: none"> • Dr Megan Clark, Hon Doctor of Science • Professor William Hutchinson, Hon Doctor of Science • Mr Leon Kempler OAM, Hon Doctor of Science • Dr Helen Szoke, Hon Doctor of Laws • Dr David Thodey, Hon Doctor of Science 	Yes

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				<ul style="list-style-type: none"> • Emeritus Professor David Stokes AM, Hon Doctor of the University • Mr Bill Forrest AM, Hon Doctor of Letters • Ms Farida Shaheed, Hon Doctor of Letters • Ms Dalal Smiley, Hon Doctor of Laws. 	
11. Naming approvals					
Faculties	Reg 2.3(1)	11.1	Approve the establishment and name of Faculties, as required.	In August Council approved the name 'Alfred Deakin Institute for Citizenship and Globalisation' and amended Regulation 2.4(5) accordingly.	Yes
Faculties	Naming of Facilities and Entities policy	11.2	Approve proposals to name campuses, buildings, rooms or outdoor spaces, as required.	<p>In March Council approved amendments to the Naming of Facilities and Entities Policy whereby Council approval is required for honorific naming but is no longer required for functional naming.</p> <p>In October Council established 'The George Fairfax Oration'.</p>	Yes

*References:

- Numbers without any further text refer to sections of the *Deakin University Act 2009 (Vic)*
- TEQSA = Provider Registration Standards stipulated by the Tertiary Education Quality and Standards Agency
- Code = 'Voluntary Code of Best Practice in University Governance' published by Universities Australia
- ASX = 'Principles of Good Corporate Governance and Best Practice Recommendations' published by the Australian Stock Exchange
- Reg = University regulation
- ToR = Terms of reference of relevant committee