

COUNCIL'S FULFILMENT OF ITS 2018 BUSINESS SCHEDULE

Council fulfilled its business schedule in 2018 as demonstrated by the table of actions set out in the below table.

Major activities during the year included:

- the appointment of Professor Iain Martin as Deakin's seventh Vice-Chancellor to succeed Professor Jane den Hollander in 2019
- monitoring financial performance and the progress of major projects against budget targets
- monitoring the University's programs to enhance student satisfaction, success and employment outcomes
- ensuring that the University's governance maintained the highest standards of ethical and professional conduct including through consideration of the book *The Ethical Kaleidoscope* and lessons arising from governance related reviews and commissions in the community
- considering and endorsing the University's research commercialisation strategy
- monitoring progress of research commercialisation programs and noting milestones achieved by ManuFutures, Carbon Nexus and the University's partnership with LeMond Composites
- approval of a comprehensive new Investment Governance Framework following an extensive consultation process facilitated by the Investment Committee
- adoption of a comprehensive Risk Appetite Statement for the University following an extensive consultation process facilitated by the Audit and Risk Committee
- approval of new major projects including infrastructure underpinning the Geelong Future Economy Precinct and a remediation program to maintain the highest standards of safety in University facilities following the approach of the Victorian Cladding Taskforce
- monitoring the progress of the University's action plan arising from the Australian Human Rights Commission report on sexual assault and sexual harassment at Australian universities.

COMPLIANCE WITH CORPORATE GOVERNANCE STANDARDS AND CODES

Council met its responsibilities under relevant legislation and codes of practice:

- *Deakin University Act 2009* (Vic)
- Deakin University Council Charter
- corporate governance and accountability standards specified by the Tertiary Education Quality and Standards Agency (TEQSA)
- Voluntary Code of Best Practice for the Governance of Australian Universities as amended 15 May 2018.

The University's governance arrangements were very positively assessed by TEQSA in its report on the renewal of Deakin's registration as a university in 2018. On 18 July 2018 TEQSA renewed Deakin's registration for the maximum available period of seven years without any conditions attached.

REPORTS ON OUTCOMES FROM COUNCIL MEETINGS

Following each meeting of Council a report on outcomes from the meeting was published on the [Council website](#).

Responsibility	Reference*	No.	Item	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 (see also 2.4)	Review and renewal of strategic direction	In February Council held its Strategy Conference to review and renew the University's strategic direction.	<p>At its Strategy Conference Council confirmed priorities integral to the strategic plan, including increasing revenue streams independent of Government teaching and research funds to ensure greater self-reliance and implementing the many large projects for which Council approved funding in 2017.</p> <p>In addition graduate employability for fast changing jobs and research engagement with industry to generate new jobs continued to be priority items and were the subject of presentations and discussions at Council meetings in August and December.</p> <p>Council held its 2018 Student Forum on 16 August and received the report back on actions implemented at the meeting on 1 November 2018.</p>	Yes
	8(3)(b)	1.2	Analyse emerging trends in university sector nationally and internationally	At its February Strategy Conference Council discussed challenges facing universities, especially in meeting the job and skills needs of the future.	<p>Council discussed how universities could meet employers' and students' future needs with Jarrod Ball, Chief Economist CEDA and Jan Owen, CEO Foundation for Young Australians.</p> <p>Throughout the year Council received reports on strategies and projects to ensure that Deakin is meeting the needs of graduates and contributing significantly to the state and national economy.</p> <p>Council considered a competitor analysis as part of its twice yearly review of the University's performance (March and August meetings).</p>	
	8(3)(b)	1.3	Consider and if appropriate approve business plan for the coming triennium, including the next year budget and three year financial plan	At its meeting on November 1 Council considered the 2019-2021 financial plan.	Council approved the 2019 budget and noted the financial projections for 2020 and 2021.	

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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-	Appoint Vice-Chancellor as required	In February 2018 Council established a Selection Committee for the recruitment of Deakin's next Vice-Chancellor, to take up office in 2019.	At its meeting on 13 September 2018 Council appointed Professor Iain Martin as Deakin's next Vice-Chancellor.	Yes
		2.2				
Oversee and review the management of the University and its performance	8(3)(c)	2.3	Approve the annual report of the University including annual financial statements and risk statement	At its meeting on 15 March Council considered the University's 2017 Annual Report including annual financial statements and risk statement.	The University's 2017 Annual Report was approved on 15 March 2018 and tabled in the Victorian Parliament on 1 May 2018.	Yes
	8(3)(c)	2.4	Consider written and oral report from the Vice-Chancellor on current and strategic matters	At each meeting Council considered a written update from the Vice-Chancellor on current matters and an oral report on strategic matters.	At each meeting Council monitored matters related to the University's performance and key current issues.	
	8(3)(c)	2.5	Monitor the performance of the University against key performance indicators	At its meeting on 15 March Council considered the report on the University's performance in 2017 against strategic plan performance indicators. In August Council considered the report on the University's performance in the first half of 2018 against strategic plan performance indicators.	The University's performance against strategic plan measures was comprehensively reviewed for the full year and mid-year. Council particularly noted outcomes on: <ul style="list-style-type: none"> • student satisfaction and graduate employment • the University's increased market share of domestic Cloud students and initiatives to commercialise Cloud offerings to international markets • continuing progress in research commercialisation notably the successful opening of the ManuFutures facility, the partnership with LeMond Composites, the 	

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
					<p>partnership with Carbon Revolution and the expansion of the Carbon Revolution Building</p> <ul style="list-style-type: none"> the University's performance in international rankings and competitive research funding rounds ongoing enhancements to student services including through innovations such as Deakin Genie. 	
	8(3)(c)	2.6	Consider Executive presentations on strategic matters and the implementation of the strategic plan	Council considered presentations on the implementation of the strategic plan.	Questions on the University's performance and implementation of the strategic plan were addressed by the Vice-Chancellor and Executives at each meeting of Council. Council also received presentations from Faculties on their work and on university-wide programs in graduate employability and international activities.	
Oversee and review the strategic human resources issues	8(3)(c)	2.7	Consider annual report on human resource issues including: <ul style="list-style-type: none"> workplace health and safety staff satisfaction, retention and turnover 	Council considered a presentation on strategic human resource issues by the Chief Operating Officer at its meeting on 1 November 2018.	The presentation on strategic human resource issues encompassed staff health and wellbeing, talent recruitment and retention programs, staff turnover, initiatives to close the gender pay gap and enhancements the performance review and planning cycle, DeakinAchieve.	
	8(3)(c)	2.8	Consider reports on senior salaries, performance and reward policies, succession planning and human resource policies and priorities	At its meeting on 15 March and 6 December 2018 Council received reports from the Remuneration Committee on its consideration of senior salaries, performance and reward policies, succession planning and human resource policies and priorities.	Council considered advice from the Remuneration Committee on the appropriateness of senior staff remuneration at Deakin, benchmarked against the sector. Council noted the progress of priority human resource policies to support achievement of the universities' objectives. At each meeting Council received a report on senior staff appointments and departures.	
Oversee and review the quality of the student experience and student satisfaction	8(3)(c)	2.9	Consider reports on student satisfaction and diverse aspects of the student experience at Deakin.	Council considered regular reports on the University's performance in terms of student satisfaction.	Council was pleased to note that Deakin retained its ranking as first in Victoria for overall student satisfaction for the eighth consecutive year. Council was also pleased to note the positive responses by students to Deakin Genie as a personal aide to all students, and Deakin Scout as a location finder.	
				Council also considered reports on student accommodation provided by the University	Council toured the new 410 bed student accommodation building at the Geelong Waterfront Campus shortly after its first stage opened (when 145 students had entered	

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				through Deakin Residential Services.	the residence early due to the project being ahead of its schedule). Council was pleased by the high quality of the accommodation and noted that the residence will add to the liveliness of the Geelong CBD.	
	8(3)(c)	2.10	Consider the University's action plan arising from Universities Australia <i>Respect. Now. Always</i> initiative and the Australian Human Rights Commission report on sexual assault and sexual harassment at Australian universities.	Council considered the progress of actions to address the recommendations arising from the Australian Human Rights Commission report.	Council noted that the report on progress on managing sexual harassment and sexual assault at Deakin one year after the release of the Human Rights Commission's recommendations demonstrated significant improvements in policy and procedure to focus on the victim and their needs and to raise awareness of the services and supports available to everyone. In addition Council noted that the Burwood Link has been of significant benefit to enabling safer movement across that Campus.	
Maintain a clear distinction between governance and management	TEQSA 6.1.3, ASX 1	2.11 (see also 8.10)	Ensure clear and effective distinction between governance and management	Council and Committees regularly review their operations, business schedules and the fulfilment of those business schedules.	The reports on fulfilment of business schedules demonstrate that the distinction between governance and management is clear and effective. The University's Annual Report also explains the respective roles of governance bodies and management.	
3. Overseeing the management and control of finances						
Oversee the management and control of the University's finances	9(1)(e)	3.1	Consider regular financial report, including cash flow projections, capital expenditure performance and investment performance	At each meeting Council considered the financial report from the Chief Financial Officer. Following each meeting of the Investment Committee Council received a report on the performance of the University's investments.	Council considered projections for the end of year financial position throughout the year and at its meeting on 1 November 2018 approved the 2019 budget and noted financial projections for 2020 and 2021. Council considered reports from the Investment Committee on the performance of the University's investments at its meetings on 15 March, 14 June, 13 September and 6 December. Council noted the progress of the University's Future Fund towards its long term goal in its consideration of the 2019–2021 financial plan. Council approved a comprehensive new Investment Governance Framework following extensive consultations facilitated by the Investment Committee.	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
Safeguard integrity in financial reporting	ASX 4, 7	3.2	<p>Approve audited annual financial statements to ensure that they comply with the University's statutory responsibilities and with accounting standards</p> <p>Approve written statement by CEO and CFO to accompany financial statements regarding risk management and internal compliance and controls</p>	At its meeting on 15 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 unspent grant income.	<p>The sign-off process for the annual financial statements was in accordance with the arrangements approved by Council in 2016.</p> <p>The annual financial statements were approved at the meeting on 15 March 2018 and published in the University's Annual Report.</p> <p>Council noted that henceforth all member of Council would be invited to attend the first meeting each year of the Audit and Risk Committee when the external auditors would be present to discuss the annual financial statements.</p>	Yes
	9(1)(e)	3.3	Monitor finances and major projects	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.	
	9(1)(e)	3.4	Approve major projects	Council considered business cases for major projects and any relevant change requests	<p>Council approved expenditure for the following major projects:</p> <ul style="list-style-type: none"> • Geelong Future Economy Precinct stage 1 • Major property acquisition Geelong • Institute for Intelligent Systems Research and Innovation (IISRI) expansion • Cladding remediation • Research Innovation Science and Engagement (RISE) Precinct at Burwood. <p>Council also approved three major project change requests (SENS Building Burwood, Building KA Waurin Ponds and Geelong Future Economy Precinct, change to stage 1 budget and scope).</p>	
	9(1)(e)	3.5	Consider outcomes of the Victorian Auditor-General's analysis of the financial performance of Victorian universities including	At its meeting on 14 June Council considered Deakin's performance relative to other Victorian universities in the assessment of the Victorian Auditor General.	<p>Council noted Deakin's sound position in terms of financial sustainability using the ratios applied by the Victorian Auditor-General.</p> <p>Council also monitored these ratios throughout the year in the regular financial reports.</p>	

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			financial sustainability indicators			
	9(1)(e)	3.6	Consider minutes of the Finance and Business Affairs Committee and any issues arising	The Chair of the Finance and Business Affairs Committee spoke to the minutes of each meeting of the Committee.	Council noted the matters considered by the Committee and the reasons where relevant for the endorsement of business cases.	
Monitor activities of controlled and associated commercial entities	Commercial activity guidelines	3.7	Note reports by the Finance and Business Affairs Committee on the monitoring of controlled and associated entities.	The Finance and Business Affairs Committee considered quarterly reports on the performance of controlled and associated commercial entities.	<p>Council noted minutes from minutes of the Finance and Business Affairs Committee and the Audit and Risk Committee regarding controlled and associated entities. Council considered the risk assessments for each of the University's controlled entities and noted any ratings above Low and controls for relevant risks.</p> <p>The level of financial and reputational risk associated with the University's controlled commercial entities was assessed and reported in the University's Annual Report. There were no University associated entities that met the requirements of the definition of an associated entity under 50AAA of the <i>Corporations Act 2001</i>.</p>	Yes
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	Approve proposals for making, amending and revoking University legislation	Council considered proposals from the Legislation Committee for changes to University legislation.	<p>At its meeting on 13 September 2018 Council approved an amendment to Regulation 2.4(6)–<i>Institute for Health Transformation</i> to change the Institute's name from the 'Institute for Health Transformation'.</p> <p>Council also noted reports from the Legislation Committee regarding the ongoing review of the structure of the University's Statutes and Regulations.</p>	Yes
Establish policies relating to the governance of the University	9(1)(b)	4.2	Approve proposals for making, amending and revoking policies relating to the governance of the University	Council considered reviews of policies relating to the governance of the University in accordance with the University policy framework.	<p>Council approved amendments to the Contracts policy and procedure on 15 March 2018.</p> <p>Council approved the University's new Investment Governance Framework on 8 May 2018.</p> <p>Council approved a new Delegations policy to supersede the previous Delegation of Authority policy and procedure and Financial Delegations policy on 6 December 2018.</p>	Yes

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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	Receive reports from the Academic Board on oversight and monitoring of academic standards in teaching, assessment and research	Council received a report following each meeting of the Academic Board on its oversight and monitoring of academic standards across the University.	<p>Council considered reports on each meeting of the Academic Board augmented by comments from the Chair of the Board.</p> <p>At its meeting on 13 September 2018 Council was pleased to note TEQSA's positive assessment of the University's academic governance arrangements. (See 8.9 below on the TEQSA assessment more broadly.)</p> <p>Council considered a report on the management of academic risk across the University on 6 December 2018.</p>	Yes
	TEQSA 4.2	5.2	Consider report on governance of academic standards, quality assurance and academic freedom	Council received a written and oral report from the Chair of the Academic Board on academic governance and academic freedom.	<p>Council considered a report from the Chair of the Academic Board about academic standards, quality assurance and academic freedom at its meeting on 6 December 2018.</p> <p>Council also noted throughout the year discussion about academic freedom within universities and in the public domain. At its meeting on 1 November 2018 Council expressed its support for Universities Australia statement on academic freedom: 'Australian universities restate our absolute commitment to academic freedom and intellectual inquiry. We remain committed to supporting freedom of expression on our campuses and among our staff and students the University's professoriate'.</p>	
	TEQSA 3.1	5.3	Oversee conferral of higher education awards and consider approval of honorary degrees and higher doctorates as required	Higher education and honorary awards are conferred with the authority of Council.	<p>Higher education awards are conferred in person or in absentia at graduation ceremonies with the authority of Council.</p> <p>In 2018 no higher doctorates were conferred.</p> <p>In 2018 three honorary doctorates were approved by Council at its meeting on 14 June and a further seven nominations were approved by Council at the meeting on 6 December 2018.</p>	
	8(3)(g)	5.4	Receive presentations from academic staff on their work	Council received presentations from academic staff as part of	Council received presentations from Faculty and Institute academic staff on their teaching and research.	

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				Faculty presentations on current activities.		
	8(3)(h)	5.5	Consider report on the performance of research institutes	Council considered a report on the performance of the University's research institutes against their objectives, publication and income targets.	At its meeting on 1 November 2018 Council considered a report on the performance of the University's research Institutes. This report will be repeated annually.	
6. Overseeing and monitoring risk management, systems of control and accountability						
Oversee and monitor the assessment and management of risk across the University	8(3)(f)	6.1	Consider high risk items for the University and their treatment	Following each meeting of the Audit and Risk Committee Council received a report on the University's most significant risks, the status of controls and treatment plans.	Council considered reports by the Audit and Risk Committee on the management of high risk items. Where risks were assessed as outside the University's Risk Appetite (see 6.3 below) additional reporting was considered on specific remedial and control actions. Risks inherent in major projects were assessed in the consideration of business cases.	Yes
	8(3)(f)	6.2	Consider risk management program and monitor University risk register	Council considered regular reports from the Audit and Risk Committee about the University's risk management program and monitored the University's risk register.	Council considered reports on the performance of the University management program and monitored the University risk register. Council considered advice from the Audit and Risk Committee on its consideration of Faculty risk registers and risk profile variances.	
	8(3)(f)	6.3	Consider the University's Risk Appetite Statement	Council monitored the development of the University's comprehensive Risk Appetite Statement under the leadership of the Audit and Risk Committee.	At its meeting on 13 September 2018 Council approved a comprehensive Risk Appetite Statement for the University. Council noted actions to operationalize the Statement. The Risk Appetite Statement will be reviewed and updated at least annually.	
Oversee and monitor the assessment and management of risk across University controlled and associated entities.	8(3)(f)	6.4	Consider twice yearly risk assessment of controlled and associated entities and quarterly reports on controlled commercial entities	Council considered the twice-yearly risk assessments of controlled and associated entities through the Audit and Risk Committee. In addition Council considered quarterly reports on controlled commercial entities through the	The level of financial and reputational risk associated with the University's controlled commercial entities was assessed and reported in the University's Annual Report. There were no University associated entities that met the requirements of the definition of an associated entity under 50AAA of the <i>Corporations Act 2001</i> .	

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				Finance and Business Affairs Committee.	Council considered the risk assessments for each of the University's controlled entities and noted any ratings above Low and controls for relevant risks. In addition the Finance and Business Affairs Committee reported to Council quarterly on controlled commercial entities.	
Oversee and monitor systems of control and accountability of the University	8(3)(e)	6.5	Oversee internal audits and consider issues arising from audits and required	Council received the internal audit plan reports on issues arising from audits through the Audit and Risk Committee.	Council considered audit coverage and noted the implementation of follow-up actions from audits. Council received the Strategic Audit Plan 2019 – 2021 mapped to the University's Strategic Risk profile at its meeting on 6 December 2018.	Yes
	8(3)(e)	6.6	Consider reports on matters pertaining to the adequacy of University compliance management	Council received a report on University compliance management following each meeting of the Audit and Risk Committee.	Council considered regular reports on University compliance management and on the annual review of the University's risk and compliance program at its meeting on 16 August 2018. Council also received advice from the Audit and Risk Committee on the University's annual Risk and Compliance breach report.	
	8(3)(e)	6.7	Consider any significant compliance breaches and actions arising	Council considered a series of reports arising from a privacy breach and of allegations of serious research misconduct.	In each instance Council noted the reporting made to external bodies, actions taken to investigate and, where appropriate, remediate breaches and to prevent recurrence. Council received copies of formal correspondence.	
Consider annual report on student complaints and monitor the availability of information about internal grievance procedures	TEQSA 2.4 Code 9	6.7	Review handling of student complaints Monitor availability of information on staff grievance procedures and issues arising	Council received a report on the handling of student complaints and a report and presentation on human resource issues.	Council considered advice from the Audit and Risk Committee from its meeting on 28 May 2018 reviewing student complaints during the 2017 academic year (6 March 2017 to 4 March 2018), and how systemic issues are being addressed). Council considered this advice at its meeting on 14 June 2018.	Yes
Oversee systems for emergency and crisis management	9(1)(d) and 8(3)(f)	6.8	Note actions on any issues arising from annual report on disaster and critical incident management	The Audit and Risk Committee received the annual report on emergency and critical incident management at its meeting on 3 August 2018.	The Audit and Risk Committee reported to Council on the annual report on emergency and critical incident management at the Council meeting on 13 September 2018.	Yes

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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	Approve the acquisition or disposal of property	Council considered proposals to acquire or sell property and delegated authority to management to make certain acquisitions.	At its meeting 14 June 2018 Council approved a strategic property acquisition in Geelong. Council also noted the reasons for FBAC not endorsing two proposals to acquire property. Council monitored developments regarding the proposed Geelong Convention Centre in terms of the principles previously stipulated by Council in respect of this project. Council also considered developments on and around the Geelong Waurm Ponds Campus in regard to the Geelong Future Economy Precinct.	Yes
	9(1)(d)	7.2	Approve business cases for projects over \$10 million	Council considered business cases, associated risk assessments and financial analyses.	Council approved expenditure for the following major projects: <ul style="list-style-type: none"> • Geelong Future Economy Precinct stage 1 • Major property acquisitions Geelong • Institute for Intelligent Systems Research and Innovation (IISRI) expansion • Cladding remediation • Research Innovation Science and Engagement (RISE) Precinct at Burwood. Council also approved three major project change requests (SENS Building Burwood, Building KA Waurm Ponds and Geelong Future Economy Precinct). The progress of all major projects against scope, timeline and budget targets was monitored at each meeting.	
	9(1)(d)	7.3	Approve commercial ventures including establishing or joining companies	Council considered proposals to establish, join or disestablish companies.	At its meeting on 8 May 2018 Council endorsed the University's research commercialisation strategy. At its meeting on 15 March 2018 Council approved a commercialisation proposal for DeakinGenie. Council considered the next phase of this proposal at its meeting on 6 December 2018. Throughout the year Council received updates and made decisions where required on: the progress of ManuFutures, partnerships with LeMond Composites and	

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					Carbon Revolution and the further development of DeakinCo.	
	9(1)(d)	7.4	Consider annual report on campus infrastructure and utilisation plan	Council considered the campus infrastructure and utilisation plan.	Council considered the annual presentation and report on the Campus Infrastructure and Utilisation Plan at its meeting on 6 December 2018. Council considers all proposed property acquisitions and disposals in the context of this Plan.	
	9(1)(d)	7.5	Consider actions on any issues arising from annual asset management report	The Finance and Business Affairs Committee considered the annual asset management report at its meeting on 27 November 2018.	Council considered any issues arising from this report at its meeting on 6 December 2018.	
	46	7.7	Consider annual environmental, social and governance review of investments	Council considered reports from each meeting of the Investment Committee on the University's investments.	Council considered reports from the Investment Committee on the performance of the Environment, Social and Governance (ESG) Investment Pool and on the ESG credentials of the University's overall investment portfolio. The Investment Governance Framework approved by Council in 2018 (see 3.1 above).	
	Div 6	7.8	Approve commercial activities covered by Ministerial Guidelines as required	The Ministerial Guidelines on Commercial Activities are reflected in the University's Commercial Activities and Entities Policy and Procedure.	See 7.3 above.	
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	Council elected the current Chancellor in 2015.	Mr John Stanhope has a term of office until 31 December 2020.	Yes
Appoint Deputy Chancellors	Reg 03.1(1)	8.2	Appoint Deputy Chancellors as required by terms of office	Two Deputy Chancellors were in office throughout 2018.	Council reappointed Ms Kathy Grigg as a Deputy Chancellor from 1 January to 31 December 2019 and appointed Ms Philippa Kelly as a Deputy Chancellor from 1 January 2019 to 31 December 2020.	Yes
Appoint Council appointed members and recommend government appointees	9(1)(a), 13(1)-(3) TEQSA 3.2	8.3	Make Council appointments and recommendations required to fill vacancies, ensuring appropriate expertise,	Council considered recommendations for Council appointed positions and noted	Council made the following (re)appointments of Council appointed members: <ul style="list-style-type: none"> Mr Stuart Hamilton, reappointment from 1 January 2019 to 31 December 2021 	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
			diversity and independence	actions in regard to government appointed positions.	<ul style="list-style-type: none"> Mr Stephen Bubb, appointment from 1 January 2019 to 31 December 2021 Mr Richard Carr, appointment from 1 January 2019 to 31 December 2021. <p>Council noted the following recommendations to the Minister on the Government appointed members, following consultation with Government officials:</p> <ul style="list-style-type: none"> Ms Carol Boyer-Spooner, interim reappointment from 1 January 2019 to 31 March 2019 pending proposed full-term reappointment Ms Miranda Douglas-Crane, interim reappointment from 1 January 2019 to 31 March 2019 pending proposed full-term reappointment vacancy created by resignation of Dr Simon Eassom to remain unfilled for the interim period 1 January 2019 to 31 March 2019 pending recommendation the appointment of a new member from 1 April 2019. 	
Establish and empower committees	Sch 1, 15	8.4	Consider minutes from each meeting of committees and oral reports from Chairs highlighting key issues	Council received reports from each meeting of Council committees.	Council papers contained committee minutes, to which Committee Chairs spoke.	Yes
	Sch 1, 15	8.5	Appoint committee members, Chairs and Deputy Chairs	Appoint committee members, Chair and Deputy Chairs as required.	<p>At its meeting on 7 December 2017 Council appointed Committee members for two year terms, therefore most 2018 appointments will continue for 2019.</p> <p>At its meeting on 6 December 2018 Council considered any specific (re)appointments or changes required for 2019.</p>	
Approve business schedule	8(3), 9(1)	8.6	Consider and if appropriate approve annual Council business schedule	Council considered its 2019 business schedule at its meeting on 14 June.	At its meeting on 14 June 2018 Council endorsed its 2019 business schedule.	Yes
Ensure Council members receive up-to-date information on duties, responsibilities	Code 3, 5	8.7	Ensure Council members receive up-to-date information on duties, responsibilities and professional development	Provide opportunities as appropriate including in association with other universities.	<p>An induction session was held on 8 March 2018 for a Council member commencing in 2018.</p> <p>Two members attended the AICD-UCC course 'Foundations of University Governance' in September 2018.</p>	Yes

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and professional development					Three Council members attended the National Conference on University Governance in October 2018.	
Review fulfilment of responsibilities	8(3), 9(1)	8.8	Receive reports on fulfilment of business schedules for previous year by Council and committees	Review and report on fulfilment of responsibilities by Council and committees.	The present report demonstrates that Council fulfilled its responsibilities in 2018.	Yes
Review effectiveness of Council and committees every two years against best practice standards	Code 6	8.9	Establish and complete Council and committee reviews alternating in a two year cycle	The next Council review is scheduled for 2019.	In 2018 the University's governance arrangements were reviewed by TEQSA as part of its assessment of the University's scheduled application for renewal of registration. TEQSA came to a very positive assessment of the University's governance arrangements and renewed the University's registration for the maximum period of 7 years without any conditions. Council noted this outcome at its meeting on 13 September. The 2019 Council review will be conducted as scheduled in mid-2019.	Yes
		8.10	Consider report on implementation of actions arising from previous reviews of Council and committees	n/a	At its meeting on 14 September 2017 Council noted the completion of all actions arising from the 2016 Council review. There was no need for a report of this nature in 2018.	
Attest compliance with the Voluntary Code of Best Practice for Governance of Australian Universities	Code 14	8.10	Confirm compliance with the practices set out in the Code or explain the reasons for any areas of non-compliance	Council noted the updates to the Voluntary Code of Best Practice for Governance of Australian Universities adopted by the University Chancellors Council (UCC) and Universities Australia (UA) in May 2018.	The University is fully compliant with the Voluntary Code of Best Practice for Governance of Australian Universities. An attestation of compliance will again be included in the University's 2018 Annual Report.	Yes
	Code 3,5	8.11	Receive and consider presentation on latest developments in corporate governance	Council considers current issues in corporate governance as required.	Council conferred a Deakin Honorary Doctorate on Professor Mervyn King SC, an authority on corporate governance and integrated reporting who also delivered the 2018 Law Oration 'Human Rights and Good Corporate Citizenship'. Many Council members attended this lecture. Council also considered the recommendations for Boards in the book <i>The Ethical Kaleidoscope</i> (Zivet and Long) and made several enhancements to existing procedures and	

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					practices to bring the ethical dimension of decision making to the fore.	
9. Executive appointments and remuneration						
Executive appointments	27(2), Regulation 3.1 ss 2-4	9.1	Consider and if appropriate approve the appointment of Executive members (DVCs, Faculty Executive Deans and Chief University Officers), as required	The Vice-Chancellor recommended (re)appointments of members of the Executive.	Council approved the reappointment of two members of the Executive in 2018: Professor Gary Smith Deputy Vice-Chancellor Global Engagement and Alfred Deakin Professor Mike Ewing Executive Dean Faculty of Business and Law. Council approved the appointment of three members of the Executive in 2018: Professor Elizabeth Johnson Deputy Vice-Chancellor Education, Professor Joe Graffam Deputy Vice-Chancellor Research and Professor Julie Owens Deputy Vice-Chancellor Research.	Yes
Senior staff remuneration and succession plan for members of the Executive	RemComm terms of reference	9.2	Receive report on senior staff remuneration and Executive succession plan	The Remuneration Committee considered these reports at its meetings in March and November.	Council received a report from the Remuneration Committee on senior staff remuneration and the succession plan for members of the Executive.	Yes
Council remuneration	RemComm terms of reference	9.3	Receive report on remuneration for Chancellor and Council members	The Remuneration determined the level of remuneration to apply at its November meeting.	Council received a report on remuneration for the Chancellor and Council members in 2019 on 6 December 2018.	Yes
Appointment of Emeritus and Alfred Deakin Professors	Regulation 3.1(5)	9.4	Approve appointment of Emeritus and Alfred Deakin Professors	Council considered recommendations from the Vice-Chancellor on these appointments, including endorsement by the Academic Board for Emeritus appointments.	Council approved the conferral of the title Emeritus Professor on Professor Trevor Day at its meeting on 16 August 2018. Council approved the conferral of the title Alfred Deakin Professors on eight individuals in 2018. Conferrals will be made at Graduation Ceremonies in 2019.	Yes
10. Naming approvals and reports not listed elsewhere						
Facilities	Naming of Facilities and Entities policy	10.1	Approve proposals to name campuses, buildings, rooms or outdoor spaces	Council considered proposals as required.	There were no proposals naming of facilities or entities in 2018. Council approved changes to the name of two Institutes: the Institute of Health Transformation, effective from 13 September 2018 and the National Indigenous Knowledges, Education, Research and Innovation (NIKERI) Institute, approved on 15 March 2018 and to be phased in gradually over 2018 and 2019.	Yes

Responsibility	Reference*	No.	Item	Actions	Outcomes	Achieved
Faculties and Institutes	Regulation 2.3(1) and on Institutes	10.2	Approve the establishment of Faculties and Institutes	Council considered proposals to establish two Institutes.	There were no proposals for the establishment of Faculties or Institutes in 2018. Council approved the renaming of two Institutes as noted at 10.1. At its meeting on 1 November 2018 Council considered a report on the performance of the University's research Institutes. This report will be repeated annually.	Yes
Named Professorial Positions	Matters requiring decision by Council	10.3	Approve proposals to name professorial positions	Council considered proposals as required.	No proposals of this nature arose in 2018.	n/a
Reports on the use of the University seal and contracts signed by the Vice-Chancellor in accordance with s 21 of the Contracts procedure	Statute 8.1 and Contracts procedure s 21	10.4	Receive report regarding affixation of seal and execution of contracts where reporting to Council is required by the Contracts policy	The University seal is affixed to certain legal instruments. S 21 of the Contracts procedure relates to contracts signed in excess of the Vice-Chancellor's delegation in accordance with the procedure.	Council received reports on any use of the University seal and any contracts signed by the Vice-Chancellor in excess of her financial delegation in accordance with s 21 of the Contracts procedure.	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 for the Governance of Australian Universities'
- ASX = 'Principles of Good Corporate Governance and Best Practice Recommendations' published by the Australian Stock Exchange