

GUIDELINES ON THE APPOINTMENT OF COUNCIL MEMBERS BY GOVERNMENT OR COUNCIL

The appointment of Council members is subject to consideration by the Chancellor's Advisory Committee and recommendation to:

- the Minister in the case of Government appointments
- Council in the case of members appointed by Council.

GOVERNMENT APPOINTMENTS

1. Requirements specified by the Minister and adapted from the *Guidelines for Appointment and Remuneration for Victorian Government Boards, Statutory Bodies and Advisory Committees (July 2015)*

Appointments

- 1.1 It is Government policy to achieve gender balance in appointments to Councils.
- 1.2 Council should be comprised of an appropriate mix of expertise, experience and a range of perspectives; in addition to gender balance, consideration should be given to cultural diversity.
- 1.3 Each member should add value to the work of the body and work well with other members.
- 1.4 Due process and the principles of merit selection are to be observed.
- 1.5 Individual members and Council as a group need to have a broad range of skills, expertise and personal attributes.
- 1.6 Accountability, strategic thinking, networking and teamwork are core competencies. It may also be desirable to appoint members with specific expertise in areas such as finance, investment, law, human resources, marketing or public sector administration.
- 1.7 Councils may include persons with superior knowledge of the higher education sector and who have valuable professional networks (though care should be taken to avoid potential conflicts of interest). Members, however, should not be appointed solely on the basis of functional expertise. Appropriate emphasis should also be placed on the skills and personal attributes required for effective Council performance.
- 1.8 At the discretion of the Minister, prior to the forwarding of recommendations to the Minister, the Chancellor may be invited to discuss with the Minister the names of potential candidates for Council membership to determine the Minister's views.
- 1.9 The Department of Education requires a current curriculum vitae for each candidate, current and dated within the last three months.
- 1.10 Recommendations for appointments must be accompanied with advice about the level of remuneration which the University will provide to the member.
- 1.11 The Minister may recommend to Cabinet that a member be appointed for less than a full three year term to achieve a staggering of expiry dates among Council members; overall at least two positions should fall vacant each year to be filled by new or reappointed members.

Reappointments

- 1.12 Members whose terms are about to expire should not be encouraged to regard their reappointment as a right, nor does the Department consider the reappointment process to be automatic, especially where members have already served two terms.
- 1.13 The need to ensure a regular turnover of members and injection of fresh ideas and enthusiasm should be balanced against the need to retain a proportion of members with

the necessary skills and experience, and the need for succession planning or management of an organisation through a period of transition or considerable change.

- 1.14 All of the above appointment requirements and the performance of the member in their previous term should be considered before recommending a reappointment.
- 1.15 In the case of recommendations to the Minister on the reappointment of current members of Council, details of the number of Council meetings attended by the member during their term of office need to be provided. Normally at least 75% of meetings should have been attended.
- 1.16 A special case needs to be made out when recommending the reappointment of a member who has already served six years or who has an attendance rate at meetings of less than 75%.

The Chancellor holds a standing delegation from Council to make recommendations for Government appointments to the Minister.

The Chancellor reports to Council on recommendations made and on the status of appointment applications.

COUNCIL APPOINTMENTS

1. Register of Prospective Council Members

- 1.1 The Chancellor's Advisory Committee regularly reviews the University's Register of Prospective Council Members comprising:
 - suggestions put forward by the Chancellor, the Vice-Chancellor, members of the Chancellor's Advisory Committee and members of Council
 - other suggestions put forward to the Council Secretary
 - other sources identified by the Chancellor's Advisory Committee from time to time.
- 1.2 Essential information about each prospective members includes a brief curriculum vitae, the person's potential interest and availability and any potential hindrances or possible conflicts of interest.
- 1.3 Members of Council are encouraged to identify prospective members of Council but no promises of appointment should be made.

2. Skills Matrix

- 2.1 The Council Secretary maintains the Council Skills Matrix to inform considerations by the Chancellor's Advisory Committee about recommendations to fill Council vacancies.

3. Recommendation Process

- 3.1 For all appointments to vacant positions, the Chancellor's Advisory Committee will review the Register of Prospective Council Members and the Skills Matrix, having regard to the matters identified in 3.3 below.
- 3.2 In considering appointments or reappointments, the Chancellor's Advisory Committee will take into account:
 - (a) the balance of skills and experience of Council members as required by the Deakin University Act. Consideration will also be given to whether a prospective candidate has:
 - experience relevant to the University's strategic priorities and Council's identified functions
 - previous board or like experience

- senior management experience
- (b) the balance of attributes of Council members, including:
 - representation of University community stakeholder groups
 - geographic spread of membership
- (c) gender balance of membership; the gender balance of the Council is expected to be 50:50
- (d) the need for strong commercial and financial expertise
- (e) in the case of reappointments to Council the member's attendance rate at Council and committee meetings and the member's general contribution to Council
- (f) any other matters which it may regard as material.

4. Casual Vacancies

- 4.1 Where any member of Council resigns or is unable to continue to hold office, the Council Secretary will declare a casual vacancy before the expiration of the term for which the member was appointed. The process for filling a casual vacancy will be the same as that for filling an ordinary vacancy.
- 4.2 If the vacancy occurs within six months before the expiry of the member's term of office, the office may be left vacant for the remainder of the term.
- 4.3 A member appointed to fill a casual vacancy should normally be similarly qualified as the member whose office has become vacant.
- 4.4 A member appointed to fill a casual vacancy is entitled to hold office for the remainder of that term.

Approved by Council on 29 October 2015