



2015

ANNUAL REPORT

FURTHER INFORMATION

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LETTER TO THE MINISTER

The Hon Steve Herbert MLC

Minister for Training and Skills
Level 1, 2 Treasury Place
East Melbourne, Victoria 3002

3 March 2016

Dear Minister

On behalf of the Council of Deakin University and in accordance with the requirements of regulations under the Financial Management Act 1994, I am pleased to submit for your information and presentation to Parliament the Deakin University Annual Report for the year ending 31 December 2015.

The Annual Report was approved by the Deakin University Council at its meeting on 3 March 2016.

Yours sincerely



John Stanhope
Chancellor

3 March 2016
Geelong



Jane den Hollander
Vice-Chancellor

3 March 2016
Geelong



CHANCELLOR'S FOREWORD

It has been my great honour and pleasure to lead Deakin University Council for the past 10 years. I feel very privileged to have been the presiding Chancellor at such a productive time in the University's history.

Deakin is today a university on a strong trajectory; it now ranks in the top three percent of the world's universities in each of the three major rankings and is ranked 36 in the QS ranking of the world's top universities under 50 years.

The University has achieved its international standing by working in partnership with industry, government and the professions to ensure that its teaching and research are relevant and responsive to fast-changing global needs and, importantly, remain relevant to the communities we serve.

Deakin contributes significantly to the social, economic and cultural life of each of these communities. Of particular note is Deakin's work in carbon fibre and composite materials, research which has captured the attention of automotive and aeronautical manufacturing globally. Deakin's Carbon Nexus is a substantial piece of research infrastructure, underpinned by strong local connections and contributing to the development of a new industry in light weight and advanced manufacturing in Geelong.

I am delighted that Deakin has consistently been on the front foot in exploiting the interesting but often risky opportunities of disruptive change brought on by the technology revolution all of us are experiencing. In preparing students for 21st century lives and careers, Deakin has been quick to capitalise on the considerable opportunities of digital change, leveraging new and emerging technologies in teaching, research and community engagement. Our DeakinSync and work with IBM Watson are but two examples of the progress we have made. The growth of the Cloud Campus is a signal of where we are headed and how people will learn in the next decade.

The achievements outlined in this 2015 Annual Report reflect a year of great progress. I take this opportunity to thank my fellow Council members for the continuing good governance they have provided to Deakin, and to congratulate Vice-Chancellor Jane den Hollander and her Executive for their energy, vision and commitment to continuous improvement in everything they do.

Deakin has always been a 'can do' kind of university, committed to being flexible, accessible and friendly. It's a place where diversity is celebrated and talent is given the chance to grow. It's a place where innovation is valued and supported. It's a university to be proud of.

This is my final foreword to the Deakin Annual Report. At the end of 2015 I retired after 16 years as a member of Deakin's Council, including the last 10 years as Chancellor. It has been a great privilege to be part of Deakin during this period and I will watch with great pride as it moves with confidence into the future under the leadership of Deakin's sixth Chancellor, John Stanhope.

I wish you all good fortune for the years ahead.

David Morgan
Chancellor



VICE-CHANCELLOR'S OVERVIEW

Deakin's *Live the future: Agenda 2020* strategy outlined a bold new vision to be Australia's premier university in driving the digital frontier in teaching and research. The first triennium, covering 2012-2014, was outstandingly successful as reported in our 2014 Annual Report.

In early 2015, we took stock of our position nationally and internationally and more sharply refined our strategy to ensure we continue to address the rapid and compounding impact of digital disruption, and shifts in market conditions, as well as the changing government policy environment. *LIVE the future 2015-2017* provides Deakin with the blueprint for continued success. This 2015 Report provides an overview of Deakin's strategies, achievements and financial performance over a most interesting and tumultuous year.

Research and Learning outcomes

Deakin's growing reputation is reflected in our rise in the international rankings. It was particularly pleasing to see the University named in the world's top 400 universities in the prestigious Shanghai Jiao Tong Academic Ranking of World Universities for the very first time, and we were delighted to celebrate the inclusion of five Deakin academics in the Thomson Reuters annual global listing of most-cited researchers. I acknowledge the work of these extraordinarily talented researchers, as well as the many others who have contributed so significantly to growing Deakin's international research reputation.

Excellence in Research Australia (ERA) results were released in December and Deakin had a pleasing rise in discipline codes ranked at above world standard and well above world standard. Almost 90 per cent of Deakin research is now at, above or well above world standard. Our progress is steady and aligned with our priorities and areas of focus. We still have much to do but we continue to improve the quality of the research that makes a difference to the communities we serve.

2015 has also been a great year for our teaching. We have now completed the final stages of curriculum renewal, reimagining all Deakin courses for a digitally leveraged environment. Our Student Journey endeavour drew together over 40 university-wide projects, with staff coming together

to enhance the Deakin learning experience in all its stages from student through to alumnus. Deakin graduated 10,445 students in 2015, 62 per cent of them proudly walking across the stage to receive their degree at Costa Hall in Deakin's headquarters in Geelong. The appointment of Pro Vice-Chancellor (Graduate Employment) Professor Dineli Mather to facilitate a university-wide strategy to improve employment outcomes for students was an outcome from our Council conference in February. Our continuing learning and teaching success is reflected in Deakin being named the Governor's Exporter of the Year (Education and Training category) for the second consecutive year and winning the 2015 Premiers Prize for Industry Innovation. Above all, for the sixth consecutive year, Deakin was ranked first in Victoria for student satisfaction.

Contribution to the national innovation agenda

The transformation of manufacturing in Australia and globally, has put the spotlight on the importance of entrepreneurialism and innovation at all levels of our enterprise. Amongst a number of initiatives to define how we might contribute to innovation on a broader scale, we introduced SPARK@DEAKIN, aimed at fostering the entrepreneurial know-how of our students, and giving them the skills to move from a great idea to a commercially viable product. The program attracted over 80 students and staff with a number of ideas being supported as serious projects.

Deakin has applied innovation to the digital world with flair, with our eStrategy delivering high functioning digital learning and work spaces in the cloud and on campus. Alongside this drive to the digital frontier, Deakin staff are now 'unplugged' with desk telephones replaced by an app based system available on laptops, desktops, tablets and smart phones. Staff and students are continuously connected through communication and collaboration platform DeakinSync, and Deakin students have access to the cognitive computing genius of IBM Watson 24/7 for 365 days of the year. Deakin received international recognition at the QS Wharton Stars Reimagine Education awards for both the IBM Watson and Deakin Anywhere projects.

Contribution to the communities we serve

We have continued to deepen our partnerships with industry and governments to develop Geelong as a university town in the 21st century. The CBD is being reinvigorated by the growth of student numbers on our Waterfront Campus. At Waurn Ponds, the growth of new industries in carbon fibre and related technologies is testament to the recognition of the innovative and entrepreneurial approach we have taken to the region's future. Additionally, the Epworth Geelong Hospital, located across the road from our medical school, is due to open 260 beds in July 2016, thus adding to the genuinely world class health precinct for our region.

Deakin is a public-spirited University contributing to the economic, cultural and social life of each of the communities it serves. The Deloitte Access Economic Report published this year estimated that Deakin contributed over \$1,407 million (operations and student expenditure) to the three major communities we serve in Warrnambool, Geelong and Burwood in south-east Melbourne. Twilight Festivals held in Burwood and Warrnambool (25th birthday) were again a highlight as were the TedXuni and Word for Word Festivals in Geelong among numerous events sponsored and led by Deakin across the whole of Victoria.

Our people

Institutional excellence comes from the exceptional talent and commitment of individuals working together for a shared vision, and the pride Deakin staff have in their University is inspiring. A staggering 92 per cent of Deakin's staff participated in the biennial staff survey, with very high levels of support (90 per cent) for Deakin's mission, vision and leadership. These results are benchmarked at number one in Australia and are supported by a robust financial foundation and in 2015 Deakin had an underlying surplus of \$67 million. None of this would have been possible without the dedication, ideas and application of our people.

Much of 2015 was again consumed by an uncertain funding and regulatory environment. We will continue to contribute to the policy debate working with governments and our sector colleagues across 2016. Our priorities will be influenced by the eventual new policy position and the outcome of the next Federal election.

I thank our Chancellor and Council for their excellent guidance and contribution to another successful year. I thank our staff, the bedrock of the University, for their ideas, and their unstinting contribution to working in a fast-moving

environment, where much is done on trust and belief in what we must do to educate the next generation. Thank you to all who have worked so hard to make this year, with all its challenges and changes, a shared achievement. We have served our communities well and I am delighted by our continuing success. I look forward to 2016 and to working with our new Chancellor John Stanhope.

Finally, I humbly acknowledge the outstanding dedication and commitment of our outgoing Chancellor, David Morgan. David has been on Deakin's Council for 16 years, 10 as Chancellor, during a period of remarkable growth in Deakin's history. He has made an enduring contribution to an institution which has been changed for the good and has everything to look forward to. He will be remembered by us.



Jane den Hollander

Vice-Chancellor and President



ABOUT DEAKIN

Established in 1974, Deakin University was the first university in regional Victoria and the first to specialise in distance education. Deakin today has five campuses: one in Melbourne's eastern suburbs, two in the port city of Geelong, one in Warrnambool on the southwest coast of Victoria. Deakin's fifth, and fastest growing campus is in the cloud (online). Deakin also has a corporate centre in the Melbourne CBD, learning centres across outer-metropolitan Melbourne and international offices in India, China and Indonesia.

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 53,000 students, Deakin is Australia's 8th largest university. Twenty-four per cent of Deakin's students study wholly in the cloud and all students benefit from Deakin's technology-rich environment. For six consecutive years, Deakin has ranked first in Victoria for graduate satisfaction in the Australian Graduate Student Survey.

Deakin has an inclusive and vibrant culture, and is proud of the diversity of its community. The term 'worldly' is embedded in Deakin's logo and reflected in its actions.

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 Aboriginal and Torres Strait Islander students, students from diverse backgrounds and mature age students
- a long standing commitment to being flexible, accessible and friendly.

FURTHER INFORMATION ABOUT DEAKIN UNIVERSITY

www.deakin.edu.au

Strategic plan *LIVE the future* available online:
www.deakin.edu.au/about-deakin/strategic-direction

Annual Report available online:
www.deakin.edu.au/about-deakin/leadership-and-governance/reports-and-publications

Course information available online:
www.deakin.edu.au/study-at-deakin/find-a-course

Deakin's commitment to organisational sustainability:
www.deakin.edu.au/about-deakin/Organisational-Sustainability

DEAKIN AT A GLANCE



STUDENTS

Course enrolments 53,314
 Student Load 37,000
 (Equivalent Full time)

Course completions 11,550
 (2014)



STAFF

Full time equivalent
 Full time / part time 3,461
 Casual 757
Total 4,218

By staff type
 Academic 1,922
 General 2,296



COURSE DATA

Active award courses 400

LIBRARY

Books
 - Print 1.15 million
 - Electronic 511,887

Journals
 - Print 5,124
 - Electronic 145,588

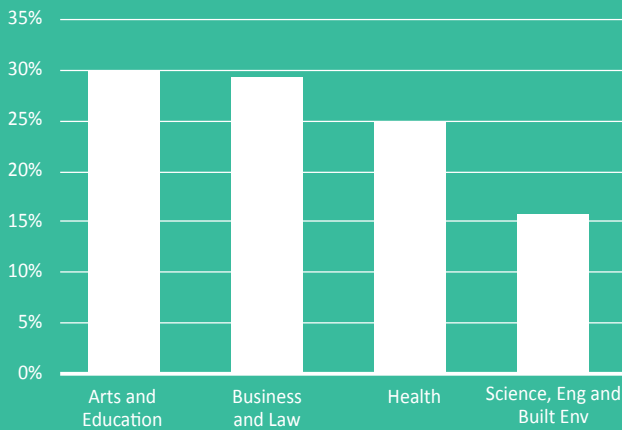
Other
 - Online databases 422
 - DVDs and Videos 23,397
 - Streamed videos 145,588
 - Online images 3.4 million +
 - Special collection items 87,800



CAMPUSES AND LAND AREA (hectares)

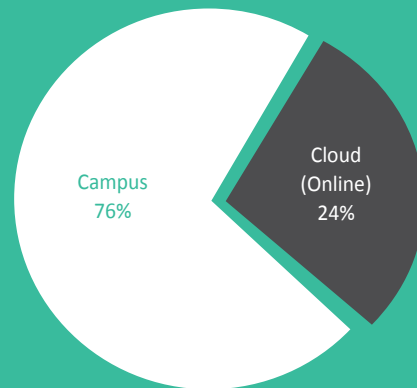
Melbourne Burwood 27
 Geelong Waurin Ponds 325
 Geelong Waterfront 4
 Warrnambool 94
Total 450

Student Enrolments by Responsible Faculty 2015

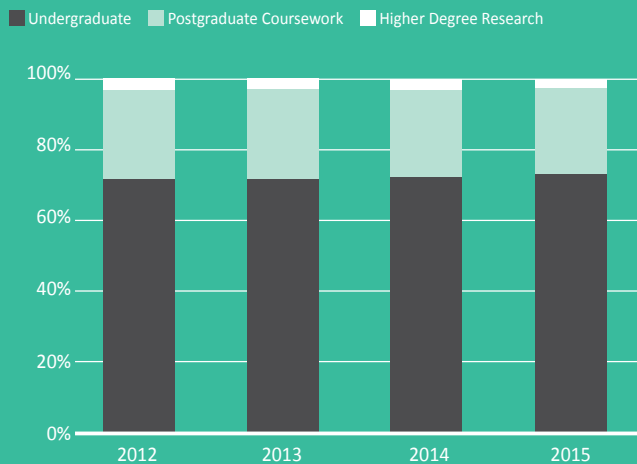


Note: Excludes data on cross institutional and non-award courses

Student Enrolments by Attendance Mode 2015

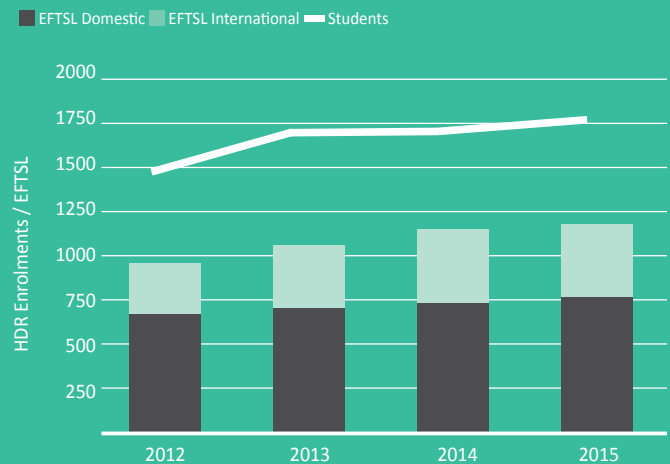


Student Enrolments by Course Type



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

Higher Degree Research Enrolments



DEAKIN AT A GLANCE

COURSE ENROLMENTS	2012	2013	2014	2015
By Commencement Status				
Commencing	17,569	19,414	20,530	20,772
Returning	26,202	27,906	30,114	32,542
Total	43,771	47,320	50,644	53,314
By Citizenship				
Domestic	36,000	39,537	42,592	44,551
International	7,751	7,781	8,052	8,773
Unknown	20	2	0	0
By Responsible Faculty				
Arts & Education	13,260	14,042	14,910	15,639
Business & Law	14,199	14,264	14,786	15,277
Health	9,818	11,200	12,406	13,038
Science, Eng & Built Env	6,036	6,930	7,760	8,585
Cross Institutional	365	488	448	510
Non-award	93	396	334	265
By Course Type				
Undergraduate	30,543	33,100	35,821	38,504
Postgraduate coursework	11,099	11,859	12,565	12,541
Higher Degree Research	1,478	1,747	1,740	1,784
Non-award	651	614	518	505
By Campus				
Burwood (Melbourne)	22,392	24,201	26,060	27,725
Waurin Ponds (Geelong)	5,872	6,085	6,728	7,178
Waterfront (Geelong)	3,145	4,013	4,300	4,556
Warrnambool	1,352	1,263	1,135	1,004
Off Campus	10,868	11,657	12,335	12,725
Offshore partnership enrol	142	101	86	126
STUDENT LOAD				
(Equiv Full Time, EFTSL)				
By Commencement Status				
Commencing	12,408	13,611	14,199	14,393
Returning	18,082	19,187	21,010	22,607
Total EFTSL	30,490	32,798	35,208	37,000
By Citizenship				
Domestic	24,571	27,161	29,247	30,432
International	5,903	5,636	5,961	6,568
Unknown	16	1	0	0
By Responsible Faculty				
Arts & Education	9,086	9,642	10,264	10,820
Business & Law	9,372	9,391	9,774	10,153
Health	7,271	8,378	9,138	9,517
Science, Eng & Built Env	4,659	5,176	5,839	6,320
Cross Institutional	90	132	124	132
Non-award	12	80	69	58
By Course Type				
Undergraduate	24,299	26,016	27,843	29,361
Postgraduate coursework	5,071	5,519	6,065	6,333
Higher Degree Research	981	1,090	1,147	1,152
Non-award	139	173	153	154

*2015 enrolments and EFTSL data as at 20 Feb 2016.

*2015 Completions - preliminary data only based on completions in Tri-1 and Tri-2. Excludes Tri-3 data which is not yet available.

COURSE COMPLETIONS	2012	2013	2014	2015
By Course Type				
Undergraduate	6,242	6,226	6,996	5,457
Postgraduate coursework	3,392	3,513	4,274	3,099
Higher Degree Research	167	188	280	218
Total	9,801	9,927	11,550	*8,774
GRADUATE OUTCOMES				
Domestic bachelor graduates in full-time employment (of those available)	71%	67%	65%	67%
Domestic bachelor graduates in full-time further study	22%	21%	20%	19%
COURSE SATISFACTION				
Bachelor Degree Graduates				
Generic skills	80%	80%	82%	82%
Good teaching	69%	68%	72%	72%
Overall satisfaction	87%	87%	87%	88%
RESEARCH PERFORMANCE				
Research income (\$ million)	46.4	43.4	47.8	48.4
Research publications	1,458	1,712	1,719	1,654
Research Load				
Equivalent Full-time Student Load (EFTSL)	981	1,090	1,147	1,152
Percentage of total EFTSL	3.2%	3.3%	3.3%	3.1%
Higher Degree Research Completions				
Doctorate	150	174	270	207
Masters	17	14	10	11
Total	167	188	280	*218
Academic Staff Engaged in Research or 'Research & Teaching'				
Number (FTE)	1,290	1,345	1,345	1,310
Percentage of total academic staff	76%	77%	70%	68%
Excellence in Research for Australia				
Percent of 2-digit Field of Research discipline areas performing at or above world standards	74%	-	-	89%

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
- 14 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



PROGRESS AND ACHIEVEMENTS IN 2015



THE DEAKIN VISION

In 2015, Deakin refreshed its strategic plan for the next triennium. *LIVE the future 2015-2017* acknowledges the University's significant progress since Deakin first introduced its strategy in 2012, and outlines the strategies required to achieve Deakin's vision over the next three years.

The Deakin vision and mission for its students, staff, alumni, partners and friends, is to offer a personalised experience with premium digital engagement, creating the power and opportunities to live in a connected and evolving world.

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.

Deakin reports progress on:

Learning - offer a brilliant education where you are and where you want to go

Ideas - make a difference through world-class innovation and research

Value - strengthen our communities, enable our partners and enhance our enterprise

Experience - delight our students, our alumni, our staff and our friends.

LEARNING AT DEAKIN

Offering a brilliant education where you are and where you want to go

The Student Journey at Deakin

In 2015, Deakin instituted over 40 related projects, each designed to significantly enhance the student experience. The university-wide initiative incorporates multiple touch points in the five stages of the student journey, from prospective student through to alumnus.

- **Choosing Deakin** (course information, enquiry management, application and selection, University website, and Cloud Campus)
- **Getting started** (timetabling and enrolment, resources and support for commencing students, especially cloud students)
- **Learning and achieving** (learning spaces - physical and digital, collaboration tools, assessment tools, course enhancement, digital credentialing and Work Integrated Learning (WIL))
- **Involvement and support** (student services network, including on-demand and online, student communications, peer service delivery, support for students at risk)
- **Being connected** (student and graduate employment and alumni engagement)

L1 PROVIDE PREMIUM CLOUD AND LOCATED LEARNING

Creating technology-rich, innovative learning environments on campus and in the cloud

Few students are solely on campus or solely in the cloud, and over the last three years, Deakin has been enhancing all its courses for delivery in a digitally leveraged environment. The final stages of course enhancement were completed in December 2015, and Deakin will build on this strong foundation by instigating a course strategy to ensure readiness for the Higher Education Standards Framework which takes effect on 1 January 2017.

Digital technologies have had a major influence on curriculum, and radical changes to the design and offering of courses necessitate new ways of thinking about learning, assessment and feedback as the heart of the curriculum.

Deakin's newly established Centre for Research in Assessment and Digital Learning (CRADLE), led by Senior National Teaching Fellow Professor David Boud, focusses on researching innovation in assessment, feedback and evidence of learning in emerging digital environments.

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) and in their learning preparedness or career trajectory.

- Deakin was the first university in the world to partner with IBM Watson to introduce cognitive computing, with Watson’s student advisor application rolled out throughout 2015.
- IBM Watson is accessed through DeakinSync, an adaptive, personalised digital environment which provides access to Deakin’s cloud learning and support environment, enrolment details and a suite of communication and collaboration tools (including email, calendar and videoconferencing).

- All students are automatically enrolled in UniStart, a self-directed unit for new and returning students with interactive learning resources connecting with learning advisers, librarians and writing mentors.
- Deakin Hallmarks recognise students’ outstanding achievement in Deakin’s Graduate Learning Outcomes particularly relevant to employability. Hallmarks are developed and awarded through consultation between faculties, industry and professional bodies to ensure that they warrant outstanding achievement, as valued and judged in professional life.

DEAKIN’S PARTNERSHIP WITH IBM WATSON

IBM Watson is available to answer natural language questions 24/7 on 365 days a year. As Watson’s knowledge base grows, the responses are increasingly personalised.

As Watson ‘learns’, it guides students through increasingly complex aspects of the student journey. Deakin plans to have Watson eventually ingesting sufficient information to advise students on career paths, job prospects, and alternative routes through their courses.

Students in the Bachelor of Computer Science will use Watson in their Cognitive Science major from 2016. Deakin can also access the ‘big data’ generated by Watson to inform the design of services and information, and in future this may also extend to applications within the curriculum.



Deakin Hallmarks recognise learning outcomes relevant to employability

						
Communication	Digital literacy	Teamwork	Critical thinking	Problem solving	Self-management	Global citizenship



At Deakin's 'LifeSaver', TeachAssist team members from Deakin Learning Futures provide staff with hands-on support in the use of digital technology

Two of Deakin's teachers received national recognition at the Office for Learning and Teaching (OLT) 2015 Australian Awards for Teaching Excellence: Dr Mike Weston for Biological Sciences, Health and Related Studies and Dr Gery Karantzias for Social and Behavioural Sciences. Deakin also won two OLT Citations in 2015: Ms Norma Barrett, for excellence in developing coherent and imaginative digital learning resources and the Deakin Psychiatric Simulation Program (Dr Jade Sheen, Dr Glint Gurtman, Professor Jane McGillivray).

Building digital capability in Deakin staff

Integral to Deakin's curriculum agenda is ensuring staff have the support they need to build capacity in rethinking curriculum design, using educational technologies and improving teaching practice. Deakin's TeachAssist team uses the CloudMobile (a purpose-built mobile digital studio) and collaborative spaces at Deakin's Waterfront and Burwood campuses to enable staff to experiment with new technologies and build their digital capability.

Deakin received international recognition in the QS Wharton Reimagine Education global awards for innovative higher education pedagogies enhancing learning and employability. The *Deakin Watson* initiative received the Gold Global prize for ICT Support and Services and Deakin Anywhere received the Bronze Oceania award. Deakin also received the Victorian International Education Award for Excellence in Innovation in Industry Partnerships for its strong partnership with IBM.



Wharton QS Stars awards: Professor Jerry Wind Wharton School University of Pennsylvania with Lucy Schulz (Watson) and Martin Brandwyk (Deakin Anywhere)

L2 DELIVER GLOBAL AND CONNECTED EDUCATION

Encouraging global mobility

Deakin has programs in place to increase participation in globally connected study, and in 2015 over 4,000 students were registered with its Global Citizenship program and 1,637 students participated in overseas study, study tours and volunteer or international internship programs.

In 2015, 50 students travelled with New Colombo Plan (NCP) funding to international locations including China, Indonesia, Malaysia, India and Japan. Deakin's NCP submission rounds for 2016 funding were particularly successful, resulting in \$1.4 million of funding which will allow 372 students to undertake international experiences.

Deakin has over 400 active partnerships established to support international academic collaboration through articulation pathways, offshore course delivery, dual degrees, student mobility and in-country language programs.



Professor Sridhar Seshadri and Deakin's Pro Vice-Chancellor (Business and Law) Professor Mike Ewing

The Faculty of Business and Law and the Indian School of Business signed an MOU to collaborate in the areas of research, teaching, student exchange, internationalising the curriculum and development of innovative approaches to meeting international accreditation standards.

These include:

- **In China**, through the Faculty of Science, Engineering and Built Environment, four Sino Foreign Joint Programs recognised by the Chinese Ministry of Education (Wuhan University of Science and Technology, Southwest University of Finance and Econometrics, Inner Mongolia Normal University and Hubei University). Additionally, the Faculty of Business and Law has established an innovative program with Wuhan University. Through the Faculty of Arts and Education, Deakin has partnerships with Sichuan Normal University, Jiangsu Normal University and DALO University. Deakin also has formal articulation partnerships in China with Capital University of Economics and Business, Dalian Medical University, Dalian Polytechnic University and Wuhan University.
- **In Germany**, a dual degree partnership with the Brandenburg University of Technology (Master of Cultural Heritage Studies).
- **In India**, partnerships with VIT University, Chitkara University, BSE Institute, INSCOL Healthcare, Public Health Foundation of India, Madras Diabetes Research Foundation and the Indian School of Business.
- **In Indonesia**, partnerships with Binus University (Bachelor of Information Technology - Games Design and Development), Institut Teknologi Bandung (Master of Information Technology [Professional]), IT Security, and Specialism Universitas Indonesia. Universitas Indonesia provides dual degree students through the Faculty of Arts and Education and in the disciplines of Civil Engineering and Information Technology.
- **In Malaysia**, a formal articulation agreement with Manipal International University through the Faculty of Science, Engineering and Built Environment, and with HELP University to deliver psychology courses.
- **In Norway**, through the Faculty of Arts and Education, formal partnerships with Hoyskolen Campus Kristiania and Noroff University College.

- **In Singapore**, a transnational education (TNE) partnership for offshore delivery of the Bachelor of Early Childhood Education (International) through SEED Institute.
- **In Sri Lanka**, a TNE partnership enabling students to undertake Deakin units at the Royal Institute of Colombo's campuses in engineering, biomedical science, science and biological science.
- **In Vietnam**, dual degree programs with Vietnam National University and University of Social Sciences and Humanities.

International recruitment

Deakin has over 8,000 international students from 127 countries across the globe. Deakin's primary source countries are China (35 per cent) and India (21 per cent).

Deakin's South Asia Office has delivered strong recruitment growth from India into a more diverse range of courses, particularly in construction, health and sports management. Sustainable growth is being achieved in the four new markets that Deakin South Asia is managing - Nepal, Bhutan, Bangladesh and Mauritius. Deakin's strategic focus on relationships and recruitment in South West China has been enhanced with the appointment of a local manager in Chengdu.

Table 1: International students home country (top 8)

Home Country (Top 8)	2011	2012	2013	2014	2015
China (Excludes Sars and Taiwan Province)	45.8%	47.4%	43.2%	39.9%	35.5%
India	7.3	6.8	11.4	16.3	20.9
Sri Lanka	3.8	3.2	3.7	4.1	5.6
Vietnam	4.2	4.5	4.1	3.6	3.6
Malaysia	5.4	4.9	4.0	3.6	3.2
Hong Kong (Special Administrative Region of China)	6.5	6.1	5.0	3.8	2.9
Philippines	0.6	0.9	1.9	2.4	2.7
Indonesia	4.3	4.2	3.9	3.6	2.8



Deakin University was named Education and Training Provider of the Year in the 2015 Governor of Victoria Export Awards

L3 WELCOME, SUPPORT AND RETAIN COMMITTED AND CAPABLE LEARNERS

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. This approach aims to break down the barriers of disadvantage, with admission criteria aligned to pathway alternatives that recognise each student's likelihood of achieving success. In 2015, Deakin undertook a major review of its domestic scholarship and bursary scheme to recognise, foster and reward excellence and to optimise access opportunities for students from equity backgrounds.

Providing flexible study options which meet the needs of a diverse range of students

Deakin is committed to lifelong learning, and to providing students with choices about how, when and where learning occurs. Deakin's trimester system provides multiple entry points for almost 80 per cent of courses.

A revitalised approach to Deakin Open Days in 2015 aimed to improve the experience for prospective students. A new Cloud microsite was launched to promote Deakin's Cloud Campus, and for the first time the concept of an 'Open Day' was extended to Deakin's online study experience with the Cloud Open Week.

Deakin's pathway college, the Melbourne Institute of Business and Technology (MIBT), was established in 1996, and over 15,000 students have now successfully progressed to courses at Deakin. The college provides a fast-track and supportive alternative for Australian and international students who miss out on direct entry to Deakin. In 2015, MIBT was renamed Deakin College, reflecting Deakin's deepening partnership with Navitas.

Deakin has increased Guaranteed Entry pathways with Technical and Further Education (TAFE) providers, enabling students to move seamlessly between TAFE and university. Deakin currently has Guaranteed Entry arrangements with Bendigo TAFE, Box Hill Institute, Chisholm Institute, Kangan Institute, Melbourne Polytechnic, Riverina Institute, South West TAFE and The Gordon. In 2015, Deakin instigated a TAFE pathways transition program commencing six months prior to enrolment. The program includes a full day academic writing workshop and access to a UniStart pathways program.

Deakin's Learning Centres enable students to 'learn where they live', with a combination of on-screen classes and face-to-face workshops and support. The Centres provide an important alternative for students in metropolitan and regional areas and for mature age students juggling work and family responsibilities with study. Deakin's Learning Centres are located in Dandenong, Craigieburn, Werribee, Wonthaggi, Portland, Rosebud and Swan Hill.

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. The program has reached more than 11,000 students as well as parents,

teachers and community members in 2015. Activities encourage aspiration for post-school education and cover academic enrichment, study skills, camps and Special Entry Access Scheme workshops. Over 6,700 DEAP partner school students have transitioned to University since the program began in 2010 (1,449 in 2015).



'GROW OUR OWN' INITIATIVE IN GRIFFITH

Deakin joined with the Bendigo and Adelaide Bank, the Griffith City Council, Riverina Institute and 15 employer organisations in the Riverina region to establish the Grow Our Own initiative, which provides guaranteed pathways in programs addressing skills gaps in the Riverina region. A town and gown ceremony celebrated the launch of the Grow Our Own pathways initiative in Griffith.

From left: City of Griffith Mayor John Dal Broi, Deakin Vice-Chancellor Jane den Hollander, Griffith City Council GM Brett Stonestreet, Professor Trevor Day, Professor Guy Littlefair, Associate Professor John Hornbuckle, Riverina Institute of TAFE Relieving Director Terri Connellan and Michael McCormack MP outside the Griffith Shire Offices.

Programs to optimise retention

Deakin is committed to ensuring that all students who gain access to Deakin are supported for success.

- The Inclusive Curriculum and Capacity Building project embeds essential academic, digital literacy and employability outcomes into the undergraduate curriculum.
- The Priority Students program identifies and engages with students at risk. In 2015, 13,000 students received targeted support.
- Peer Assisted Study Skills (PASS) and Maths mentor programs are facilitated by trained third and fourth-year students who have successfully completed designated units.
- CloudPASS is designed for Cloud students and students enrolled at Deakin Learning Centres. Over 120 students attended at least one session in, a small increase on 2015.
- A comprehensive array of personal support services, social and cultural engagement programs and over 120 student clubs and societies enable students to have a rich experience.

Deakin's Warrnambool 2020 strategy

Enrolments at the Warrnambool Campus have continued to decline, and education attainment levels in the south-west region of Victoria are among the lowest in the state. In 2015, the Deakin University Council appointed Mr Grant Sutherland as Chief Executive Officer of the Deakin Warrnambool 2020 strategy to consider future directions for the Deakin Warrnambool Campus. The strategy aims to address declining enrolments and build a sustainable operation at the Warrnambool Campus.

Mr Sutherland has worked with key industries, schools, education partners, community groups and local government to better understand:

- the size of the potential future market for Deakin in the south-west region
- the current and future employment profile of the region
- the future of the region in relation to the jobs of the future and flow-on work requirements.

The University is focussed on solutions that ensure quality higher education remains accessible and available to the wider Warrnambool community.

L4 EMPOWER LEARNERS FOR THE JOBS AND SKILLS OF THE FUTURE

Empowering learners for the jobs and skills of the future is a key strategic focus for Deakin, with the 2015 Australian Graduate Survey (AGS) reflecting a continued decline in employment outcomes for Australian graduates. In the 2015 AGS 66.5 per cent of Deakin domestic graduates available for full-time work were in full-time work, a small increase on 2014.

Full-time employment outcomes for graduates vary considerably according to the field of education they studied. In large cohorts, improvements occurred in Education 78 per cent (up 7 per cent) and Nursing 87 per cent (up 4 per cent). Declines were experienced for Health (excluding Nursing) 66 per cent (down 4 per cent) and Society & Culture 60 per cent (down 2 per cent) whilst Management and Commerce remained the same at 72 per cent.



Figure 1: Australian Graduate Survey 2015: Domestic Bachelor graduates in full-time work by field of education (All Australian universities, Victorian Universities, and Deakin University)

Optimising employment outcomes

A number of initiatives were implemented to address the challenge of graduate employment in 2015:

- Deakin’s Work Integrated Learning (WIL) project coordinates WIL both in the formal curriculum and in student experience programs
- a dedicated internship program for international students and for disadvantaged students (the only program of its kind in Victoria)
- DeakinSync provides students with a course-level view of progress towards completion and portfolio and profile tools to curate and share evidence of achievement with employers
- Deakin students can publish a Me in a Minute video to prospective employers; videos have attracted over 47,700 views as of 31 December.
- Office for Learning and Teaching (OLT) funded projects position Deakin as an employability-focused institution:
 - Professor Kim Watty led “Realising the potential: assessing professional learning through the integration of ePortfolios in Australian business education” project (\$206,000)
 - Professor Beverley Oliver completed a National Teaching Fellowship, Assuring Graduate Capabilities, highlighting many initiatives implemented at Deakin, including assessing and evidencing employability outcomes in all courses (\$350,000), and the “Curate, credential and carry forward digital learning evidence” project focused on 21st century credentials (\$318,250)

- the PaperSpace Architecture exhibition showcased outstanding work from Bachelor and Master degree students
- the Telstra Trading Room simulating an interbank FX trading floor, launched in August, is a \$1.4 million collaboration between Telstra and Deakin University.



To lead a university-wide strategy to improve employment outcomes for students, and strengthen engagement with industry, Deakin appointed Pro Vice-Chancellor (Graduate Employment) Professor Dineli Mather.



TELSTRA TRADING ROOM ON DEAKIN'S MELBOURNE BURWOOD CAMPUS

The Telstra Trading Room features state-of-the-art equipment including tickers, ASX and Bloomberg real feeds on the trading wall, giving students the opportunity to experience the fast-paced nature of the trading world first-hand. The custom-made facility comprises 15 banks, named after real-world institutions. Each bank can facilitate a team of three students, with each taking on essential roles in the trading process: dealer, position keeper and risk manager.

IDEAS AT DEAKIN

Making a difference through world-class innovation and research

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

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

Deakin supports an ethos of research excellence with recognised strengths in materials science and engineering, computer science, exercise science, environmental science and zoology, population health and medical sciences, historical studies, education and economics. Eighty-nine per cent of research at Deakin is rated at or above world standard (ERA 2015).

I1 GROW RESEARCH CAPACITY DEPTH AND BREADTH

Research at Deakin is organised within two Institutes and 13 Strategic Research Centres (SRCs) that encompass Deakin's research strengths. Faculty Research Groups and Centres are also supported to develop areas of emergent research activity. Deakin's SRCs are approved on a triennial basis and provided with annual baseline and performance-based funds through the University's Research Investment Allocation Mode. Targets are set for all research groups on an annual basis and include Category 1 Research Income, Category 1 Grant Success Rates, Category 2-4 Research Income, Publications and Higher Degree Research (HDR) completions. During 2015, Deakin supported the following Institutes and SRCs.

Research Institutes

- Institute for Frontier Materials
- Alfred Deakin Institute for Citizenship and Globalisation

Strategic Research Centres

- Centre for Chemistry and Biotechnology
- Centre for Economics and Financial Econometrics Research
- Centre for Innovation in Mental and Physical Health and Clinical Treatment
- Centre for Integrative Ecology
- Centre for Intelligent Systems Research
- Centre for Molecular and Medical Research
- Centre for Pattern Recognition and Data Analysis
- Centre for Physical Activity and Nutrition Research
- Centre for Population Health
- Centre for Quality and Patient Safety Research
- Centre for Regional and Rural Futures
- Centre for Research in Educational Futures and Innovation
- Centre for Social and Early Emotional Development

Since 2009 Deakin has invested strategically in its research endeavours with \$81m invested in research and research training. Deakin's SRCs and Institutes have played a critical role in developing a research culture across the University, attracting high performing researchers and tangibly improving research performance. A review of the SRC program in April 2015 concluded that they have been highly effective in improving research excellence and growing the research culture at the University.

In addition to the SRCs and a range of internal support and scholarship investments, the Alfred Deakin Postdoctoral Fellowships and the Thinker in Residence Scheme Program have been highly successful in attracting international talent and developing collaborations.

In January, the Alfred Deakin Institute for Citizenship and Globalisation was formed through a merger between the former Alfred Deakin Research Institute and the Centre for Citizenship and Globalisation SRC under the leadership of Alfred Deakin Professor and UNESCO Chair, Professor Fethi Mansouri. The Institute's research agenda focusses on the themes of Culture and Heritage, Development and Human Rights, Diversity and Identity, and Governance and Security, and creates a new research pillar for Deakin.

Deakin also invested significantly in its research units including the Institute for Frontier Materials (IFM), the Centre for Regional and Rural Futures (CeRRF) and the Centre for Intelligent Systems Research (CISR). It invested almost \$1 million in the Centre for Physical Activity and Nutrition Research, and committed substantial investment into big data and pattern recognition research as part of the Data to Decisions Cooperative Research Centre.

Research quality

Deakin researchers attract significant funding through competitive research grants. In 2015, the University reported \$48.4 m of external funding. Despite increasing competition for diminishing amounts of funding, Deakin aspires to continue to increase its research income with strategies and targets monitored through the LIVE the future Implementation Plan.

Australian Competitive Grants

The University received over \$5 million in ARC awards with nine Discovery Project Grants, five Discovery Early Career Researcher Awards and one Linkage Infrastructure, Equipment and Facilities award. These awards were distributed across the University and included researchers in both Institutes and in SRCs with discipline foci in the Schools of Life and Environmental Sciences, Information Technology, Medicine, Psychology, Health and Social Development, Education, and Law. Deakin was awarded five ARC Discovery Early Career Researcher Awards (DECRAAs).

In addition to these Deakin-led projects, Deakin researchers are participating in an additional eight Discovery projects and eight Linkage Infrastructure, Equipment and Facilities (LEIF)

projects led by other Australian universities.

Deakin was awarded two ARC Linkage Projects, both related to metals manufacturing modelling and processing with significant global partners including Australian Rollforming Manufacturers Pty Ltd, the Ford Motor Company of Australia and the Ford Research and Advanced Engineering Centre, the Alcoa Technical Centre, the Korea Institute of Industrial Technology and the Livermore Software Technology Corporation.



Nobel Laureate Dr Rigoberta Menchú Tum delivering the 2015 UNESCO Chair's Oration

The Alfred Deakin Institute for Citizenship and Globalisation conducts innovative multidisciplinary research addressing problems concerning social, cultural, economic and political inequalities and human rights.

Deakin researchers were awarded four National Health and Medical Research Council (NHMRC) Project Grants, focused on research conducted by SRCs in the Schools of Health and Social Development, Psychology, and Medicine. Deakin recipients of four-year NHMRC Fellowships were:

- Associate Professor Felice Jacka (Innovation in Mental and Physical Health and Clinical Treatment)
- Associate Professor Sarah McNaughton (Centre for Physical Activity and Nutrition Research)
- Dr Sharon Brennan-Olsen (Innovation in Mental and Physical Health and Clinical Treatment).

Deakin also won four NHMRC Partnership grants which include researchers from Nursing, Psychology, and Health and Social Development.

Excellence in Research for Australia

Excellence in Research for Australia (ERA) is a comprehensive quality evaluation of all research produced in Australian universities against national and international benchmarks. The ratings (from 1 to 5) are determined and moderated by committees of distinguished researchers, drawn from Australia and overseas. The unit of evaluation is broadly defined as the Field of Research (FoR) within an institution based on the Australia and New Zealand Standard Classification.

ERA is based on expert review informed by a range of indicators including metrics such as citation profiles in the natural sciences, and peer review of a sample of research outputs for the humanities and social sciences.

Deakin's ERA 2015 results show a significant improvement on the previous ERA results in 2010 and 2012 with the number of FoR rated at or above world standard increasing from 47 per cent in 2010 to 89 per cent in 2015.

Ranking by number of 3, 4,5: at or above World Standard ERA rating

Deakin improved its ranking from 17th in ERA 2012 to 15th in ERA 2015

Ranking by number of 4, 5: above and well-above World Standard rating

Deakin maintained its ranking of equal 17th

Ranking by percentage of 3, 4, 5: at or above World Standard rating

Deakin improved its ranking from 23rd in ERA 2012 to 18th in ERA 2015

Ranking by percentage of 4, 5: above and well-above World Standard rating

Deakin maintained its ranking of 22nd



THOMSON REUTERS HIGHLY CITED RESEARCHERS

Five Deakin researchers were identified in the Thomson Reuters 2015 list of Highly Cited Researchers

Clockwise from top left: Professor David Crawford, Professor Kylie Ball, Professor Jo Salmon, Professor Michael Berk and Professor Anna Timperio.

ERA 2015 demonstrated that Deakin is performing above or well above world standards in the following 4-digit FoRs:

- 0303 Macromolecular and Materials Chemistry**
- 0502 Environmental Science and Management**
- 0608 Zoology**
- 0912 Materials Engineering**
- 1106 Human Movement and Sports Science**
- 1108 Medical Microbiology**
- 1109 Neurosciences**
- 1111 Nutrition and Dietetics**

1115 Pharmacology and Pharmaceutical Sciences

1116 Medical Physiology

The performance in ERA 2015 is testament to the high quality research undertaken at Deakin.

Deakin's growing international research profile is reflected in its improved standing in all the major global rankings (Table 2). Of particular note, for the first time in 2015, Deakin ranked in the top 400 universities in the prestigious Academic Ranking of World Universities (ARWU). Deakin now ranks 36 in the QS Ranking of the world's universities under 50 years old.

Table 2: International Rankings 2011-2015

YEAR OF RELEASE		2011	2012	2013	2014	2015
QS STARS OVERALL	World	5 stars 2012 - 2015				
QS RANKING	World	401 - 450	401 - 450	380	360	324
	National	22	23	19	19	17
	Victoria	5	5	4	4	4
QS <50	World				50	36
TIMES HE	World	351 - 400	351 - 400	301 - 350	301 - 350	301-350
	National	15	15	13	14	18
	Victoria	3	3	3	3	3
TIMES HE <50 YEARS	World	NA	78	66	59	45
ARWU	World	> 500	> 500	> 500	400 - 450	397
	National				19	19
	Victoria				4	4

Leading researchers at Deakin

The title of Alfred Deakin Professor is the highest honour Deakin can bestow on its academics, with four professors honoured in 2015. Alfred Deakin Professors for 2015 were:

- Professor Mirko Bagaric (Business and Law)
- Professor Neil Barnett (Science, Engineering and Built Environment)
- Professor Colin Barrow (Science, Engineering and Built Environment)
- Professor Ian Chen (Science, Engineering and Built Environment).

Australian Laureate Fellow Professor Maria Forsyth was elected to the Australian Academy of Science. Professor Forsyth is Chair in Electromaterials and Corrosion Science within the Institute for Frontier Materials (IFM), and Deputy Director for the Australian Research Council Centre of Excellence for Electromaterials Science, a collaboration of 11 Australian and international universities leading innovation

in areas including energy storage and bionics. Professor Forsyth is also Co-Director of Deakin's Australian Centre for Infrastructure Durability.

Professor David Lowe, Chair in Contemporary History, and Director of the Alfred Deakin Research Institute (2009-2014), was elected to the Australian Academy of Social Sciences. Professor Lowe is a co-founder of the Australian Policy and History network and a member of the Australian Department of Foreign Affairs and Trade Editorial Advisory Board, advising the Australian Foreign Minister with respect to the Documents on Australian Foreign Policy Series.

Professor Michael Berk was awarded the 2015 Brain and Behavior Research Foundation Colvin Prize for Bipolar Mood Disorder Research. The Foundation recognises outstanding research leadership and contributions to mental health research. Professor Berk was also awarded the 2015 Founders Medal by the Society for Mental Health Research. The medal is awarded to persons who, over their entire careers, have made a contribution of significance to psychiatric research.

Deakin's Professor of Finance and Co-director of the Centre for Economics and Financial Econometrics Research, Professor Paresh Narayan, was awarded the Mahalanobis Memorial Medal (International) for the year 2014. This award is issued once every two years and acknowledges an outstanding contribution to economics. Professor Narayan also received the 2015 Mahatma Gandhi Pravasi Samman award, which acknowledges people of Indian origin living in other countries, who have made a substantial and sustained contribution to their discipline.

Ecologist Dr Emily Nicholson from Deakin's School of Life and Environmental Sciences is an inaugural VESKI Inspiring Women Fellow, a program acknowledging outstanding women in science and innovative technology. Dr Nicholson was also part of a team of researchers who received a 2015 Australian Museum Eureka Award for their work on the Red List project, the global standard for assessing risks to ecosystems by the International Union for the Conservation of Nature.

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 2015 Deakin's HDR cohort increased from 1,147 to 1,152 (EFTSL). Programs to support HDR students and early career researchers included: scholarships, fellowships, small grant schemes, media training, leadership training and publication costs. In 2015 there were 246 completions, an 11.31 per cent increase on 2014, affirming the success of the support programs.

Importantly, a coordinated plan for substantially improving the HDR program (PhD Xtra) through the addition of individualised learning programs that provide better career planning, coursework, industry or research placement opportunities and international experience was approved by Academic Board in mid-2015 and is under development across the Faculties.

Table 3 Higher Degree by Research (EFTSL)

	2010	2011	2012	2013	2014	2015
Arts and Education	204	219	228	243	255	266
Business and Law	87	99	94	99	103	99
Health	235	261	287	353	361	352
Science, Eng & Built Environment	304	341	372	395	429	436
Total HDR EFTSL	829	919	981	1,090	1,417	1,152

Table 4 Higher Degree by Research Completions

	2010	2011	2012	2013	2014
Arts and Education	33	1	38	40	51
Business and Law	15	7	16	22	21
Health	47	42	41	62	101
Science, Eng & Built Environment	53	39	72	64	107
Total HDR EFTSL	140	119	167	188	221

12 DEVELOP TARGETED COMMERCIAL RESEARCH PARTNERSHIPS

Research at Deakin has increased our focus on innovation and robust partnerships with industry and business. Deakin is strengthening and streamlining pathways for commercial research and commercialisation of technologies from discovery through to licensing and spin-outs, emphasising the importance of partnerships. Deakin's growing innovation program aims to attract and grow entrepreneurs by providing them with support, including training, space, equipment, Deakin knowledge and expertise. This is exemplified by our very strong relationship with Carbon Revolution, a young company making revolutionary one-piece carbon fibre wheels in a factory established on the Waurm Ponds Campus. In 2015 we have been successful in co-locating additional companies at Waurm Ponds and building research and development, and training relationships with them.

Deakin's Geelong Innovation Precinct at Waurm Ponds provides an important link between technological innovation and advanced performance outcomes. The precinct integrates high-level research capabilities with specialised research equipment and industrial-scale infrastructure. It also offers tenancy for technology-oriented businesses and enables proof-of-concept industrial prototyping.



FOSTERING ENTREPRENEURSHIP AND INNOVATION

Deakin aims to actively foster entrepreneurialism and innovation in its students and staff.

In 2015 it introduced the Spark@deakin program, a structured experiential program that enables selected students and staff to develop a business start-up as a means of building entrepreneurial experience and skills.

Participants are guided by experienced mentors to move their ideas through the innovation process culminating in a commercially viable product.



Carbon fibre production line at Carbon Nexus

Positioning Deakin as a global centre for industrial transformation and innovation

Deakin received funding for an ARC Industrial Transformation Research Hub for Future Fibres, led by Professor Xungai Wang, Director of the Institute for Frontier Materials (IFM). The Hub, which includes four industry partners co-located on Deakin's Waurn Ponds Campus, will focus on developing novel fibre technologies to facilitate more sustainable, advanced manufacturing of fibre materials and products.

Dr Jin Zhang from IFM has a three-year grant from the Cotton Research and Development Corporation to develop a process to fully enclose carbon fibre within cotton. Her research aims to create a 'super smart' shielding fabric which could be used to create shielding from various electromagnetic radiation for residential, recreational, defence and medical applications. Dr Maryam Naebe was awarded an industry grant researching breathable cotton for compression athletic wear.

The Carbon Nexus facility in the GTP is now amongst the world's leading carbon fibre research facilities. The \$34 million facility provides state of the art research and analysis laboratories, pilot scale and research carbonisation lines. In March, Deakin partnered with technology company DowAksa, strengthening Deakin's Carbon Nexus position as a global centre for carbon fibre research. Under the direction of Mr Derek Buckmaster, Carbon Nexus is diversifying its partners and research activities to include precursor testing, carbon fibre manufacturing processes and composite prototyping to provide advances for industries in aerospace, automotive, defence and construction.

In August 2015, Australia's largest independent manufacturer of carbon fibre composites, Quickstep Holdings, announced the establishment of an automotive division and global research and development centre at Deakin's Waurn Ponds Campus.

The International Centre for Innovative Manufacturing (ICIM) a consortium between Deakin University and General Motors Global Research and led by Professor Jeong Yoon, was launched in September. ICIM will focus on developing world-leading innovative and competitive modelling and design solutions for auto manufacturers. Members of ICIM include Korean steel-maker POSCO, and Korean national research laboratories including the Korean Institute for Industrial Technology and the Korea Institute for Materials Science.

Deakin is a partner in the newly formed Innovative Manufacturing CRC (IMCRC), a collaborative venture between industry, government and researchers. The IMCRC aims to help accelerate diversification of Australian manufacturing into 'new manufacturing' opportunities and value chains.

Deakin's CISR is also a member of the Rail Manufacturing CRC which aims to develop products, technologies and supply chain networks to increase the capability and globally position of the rail industry. The \$31 million Rail Manufacturing CRC will build Australian capability, global competitiveness and best practice approaches in the area. Deakin's CISR will be the conduit for research with Rail CRC partners.



LAUNCH OF THE INTERNATIONAL CENTRE FOR INNOVATIVE MANUFACTURING

L to R: Deputy Vice-Chancellor Research Professor Lee Astheimer; Prof Jeong Yoon, Director of ICIM; Deakin University Vice-Chancellor Prof Jane den Hollander; Mr Hongju JO, Consul-General of the Republic of Korea, Melbourne; Dr Thomas Stoughton, GM Global Research and Chairman, ICIM; and Prof Guy Littlefair, Dean, School of Engineering.

The ICIM will develop technology-driven solutions, designed to ensure members produce the most innovative, competitive and capable automotive products in the world.

Deakin University's CISR has also signed an innovative research agreement with leading US defence technology company General Dynamics to advance and develop research in robotics for defence, healthcare and other world-class commercial applications. The partnership utilises CISR's expertise in haptic (force feedback) technology to assist the development of rapid immersive training scenarios in the defence, healthcare and commercial sectors. Their first commercial product is the 'Haptically-Enabled' Hot Fire Trainer program developed for the US and Australian Defence Departments, nuclear industry and fire fighters. The system enables trainees to experience realistic training scenarios in a safe synthetic environment.

Deakin partnered with four Australian universities and industry leaders in a successful multidisciplinary bid to establish a Cyber Security Cooperative Research Centre. Major partners include Lockheed Martin, Australian Federal Police, Commonwealth Bank, Cisco Systems, Woodside and Telstra.



GCEID Director Professor Soren Alexandersen

Research that is making a difference to regional communities

Professor Soren Alexandersen was appointed Director of the Geelong Centre for Emerging Infectious Diseases (GCEID) in October. Originally from Denmark, Professor Alexandersen has had an international career in virology, epidemiology and veterinary pathology for over 30 years, holding senior positions in world-class laboratories in Europe, Canada and the US. His arrival coincided with the opening of new GCEID laboratories at Barwon Health's University Hospital Geelong and will help to cement GCEID's position as a world-class research facility. GCEID is a multidisciplinary collaboration between Deakin University, Barwon Health and CSIRO's Australian Animal Health Laboratory. It is anticipated that GCEID will play an important role in Geelong's transition to a knowledge-based economy. The Centre is expected to support

up to 30 ongoing jobs, and create additional opportunities through flow-on commercialisation of biotech innovations in the region.

The Centre for Regional and Rural Futures (CeRRF) is unique in the Australian context, as it has the capability and capacity to address regional and rural productivity problems with teams from engineering, science, business, economics and the humanities. CeRRF focuses on bridging the gaps between regional enterprises, governments and academia.

Dr David Halliwell joined Deakin in September as Director of the Centre. David brings a strong customer focus to research problem definition and delivery to ensure high value topics are addressed that deliver real benefits to next users. Dr Halliwell was formerly Chief Executive Officer of Water Research Australia Limited. In August, Deakin established a CeRRF branch in Griffith with the appointment of two of Australia's leading researchers in irrigation and sustainable land use, Dr John Hornbuckle and Dr Wendy Quayle. Griffith is at the centre of irrigated agriculture in the Murray Darling Basin, an area which accounts for approximately 40 per cent of Australia's agricultural profitability. The base in Griffith will help to position CeRRF as Australia's premier research centre for agricultural productivity in areas ranging from food and food security, to smart agriculture, to sustainable industrial biotechnology.

Deakin has positioned Warrnambool as a local, national and international centre for excellence in marine science and aquaculture research. Led by Dr Daniel Ierodiaconou, a Deakin team and collaborators have developed a detailed continuous map of sea floor habitats of the entire coast of Victoria, providing the most detailed coastal information of any Australian state.

The data will provide a baseline to support fishery and conservation management of Victoria's marine environments. Dr Ierodiaconou has developed Deakin's purpose-built \$650,000 research vessel 'Yolla' to image the seabed, as well as remotely operated vehicles that are tracked underwater to provide video footage from deep below the surface.

The Western Alliance is Victoria's third Academic Health Sciences Centre. The Alliance is a partnership between Deakin, nine public and private health services in Geelong and Western Victoria, the Western Victorian Primary Health Network and Federation University. Its goal is to improve the impact, quality and quantity of health research, education and training in Western Victoria, through strategies that capitalise on the strengths and synergies of the governing partners. There is a strong focus on translational research to improve the quality of healthcare by early adoption of evidence into clinical practice.

The National Centre for Farmer Health is a partnership between Deakin University and the Western District Health Service that focuses on reducing disease and injury among farm men and women, and agricultural workers and their families. In April the Centre received \$4 million in funding from the Victorian Government.



Dr Daniel Ierodiaconou was awarded the Victorian seafood Industry's 2015 award for 'contributions to a sustainable and profitable seafood industry'.

13 DEVELOP A STRATEGIC INTERNATIONAL RESEARCH FOOTPRINT

Deakin has continued to increase its international research footprint through the development of strategic international partnerships, researcher to researcher collaborations, and the development of an in-country PHD model. In 2015 31 per cent of Deakin's journals were published with an international co-author and the per cent of International HDR student load was 3 percent.

Deakin Research has continued to work towards building key international partnerships. In the past year, Deakin has signed joint PhD student agreements (cotutelle) with the University of South Brittany in France, and an agreement with

North Eastern University, Shenyang, China to host a China Scholarship Council joint PhD scholar. Deakin is negotiating a further four joint PhD agreements in Europe and India.

Deakin's In-country PhD program continues to grow from its beginnings as the Deakin India Research Initiative (DIRI) and currently there are 61 students enrolled in the in-country HDR program resident in India, Spain, UAE, USA, Bangladesh and China, for whom Deakin supplies a tuition scholarship and support for a six month stay at a Deakin campus in Australia.

International research partnerships

Deakin's international footprint is also reflected in the number of significant international collaborations, particularly in India, China and Indonesia where Deakin has international offices.

Some examples:

- a research agreement with the Dongfang Turbine Company in China for a \$500,000 five-year project has opened the way for Deakin researchers to participate in the world's largest wind turbine sector. The project, involving IFM's Polymers Research Group led by Professor Quipeng Guo, will develop high performance epoxy resins and composites for Dongfang
- in 2015 Deakin University signed a Memorandum of Understanding with Max Healthcare to develop a project focussing on data analytics for healthcare management in India. Max Healthcare runs 10 hospital branches in India, and in what will be a first-of-its-kind venture, both partners will analyse big data from their huge array of medical records, including admissions, diagnosis and computerised registries to identify critical safety issues and optimising clinical efficiencies
- Deakin's School of Engineering signed an MOU with Indian company Cyient (a multi-million dollar multi-national engineering design and solutions-based company employing over 15,000 engineers) to further develop advanced manufacturing and medical engineering
- a contract between IFM and Chinese textiles manufacturer, Dongwo Carpet Company, will lead to the commercialisation of Deakin's electrospinning technology to mass produce a new generation of effective, comfortable and affordable nanofibre face masks for the global market. With a projected production of 30 million face masks per annum initially, the technology is set to improve the quality of life of millions of Chinese, and, potentially, large populations in India and the Middle East
- IFM researchers have developed important collaborations with a range of organisations in the Basque country of Spain including with Tecnalia, a major technology transfer group, the University of the Basque Country and PolyMat Institute for polymer research. The current activities involve collaborations on grants, PhD studentships and Horizon 2020 project development.

VALUE AT DEAKIN

Enhancing our enterprise, strengthening our communities and enabling our partners

V1 CREATE INNOVATIVE ENVIRONMENTS BOTH LOCATED AND IN THE CLOUD

Deakin's digital enabling strategy is outlined in its Digital Strategy Vision Plus. The Strategy responds to disruptive change, guiding digital thinking and anticipating the future possibilities of new and emerging technologies as well as ensuring excellence in the current infrastructure.

Digital Centre of Excellence

Deakin's Digital Centre of Excellence focuses on creating premium, user-centred digital experiences and is built on principles of self-service, standardisation, re-usability and repeatability. It provides the overarching framework for implementing online resources, standards and tools. The aim is to minimise rework, improve productivity and minimise costs.

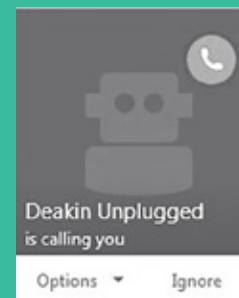
The Centre's Digital Playbook outlines the values and principles that guide digital thinking at Deakin:

- evidenced-based understanding of user needs
- all projects considered in the context of the user's total experience
- goals and decisions underpinned by evidence based analytics
- an iterative process of improvement
- a commitment to equity and inclusion
- constant change embraced to become future-friendly and multi-channel.

Projects in 2015 included:

- High Functioning Digital Learning Spaces, delivering state-of-the-art audio-visual and networking capability across all campuses. The project received an AMX industry Best Project award.

- Deakin Connected wireless infrastructure which has allowed more than 30,000 devices to be connected to the network simultaneously and increased wireless coverage to over 91 per cent
- DeakinSync now has 61,151 registered accounts and 4,274 average daily logins. In 2015 8,696 prospective students accepted offers and enrolled through DeakinSync.
- Installation of digital signage providing a visual display which communicates information, media, research and student work.



DEAKIN UNPLUGGED

Deakin has replaced all of its telephones, using Skype for Business to make and receive calls as part of its 'Deakin Unplugged' project. Rather than a desktop phone handset, Deakin staff now use their tablet, smart phone and laptops to make and receive audio calls, video calls, conference calls or Instant message sessions from any location.



Running shoe prototype created on a 3D printer at CADET



Vice-Chancellor Jane den Hollander, Chancellor David Morgan, and Minister for Education and Training, Senator the Hon Simon Birmingham at the launch of CADET in November

Centre for Advanced Design in Engineering Training (CADET) FUTURE FOCUSED ENGINEERING AND DESIGN FACILITIES

Deakin University's \$55 million state-of-the-art Centre for Advanced Design in Engineering Training (CADET) at Waurin Ponds is a partnership between Deakin and the Australian Government. CADET provides some of the best future-focused engineering and design facilities in the Australian university sector and in regional Australia. CADET facilities include additive manufacturing technologies, CNC machining centres, 3D printers, a virtual reality lab, a chemical, corrosives and material lab, a high voltage lab and design and realisation studios. With more than \$6 million being invested in cutting edge technologies and specialist learning aids, CADET represents the pinnacle of engineering education in Australia. CADET focuses on digital manufacturing, rapid prototyping, 3D modelling and visualisation technologies - students, researchers and industry can experience and master the tools and techniques that will take Australian manufacturing beyond the 21st century.

V2 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.

Workforce inclusion

Deakin has set targets for gender representation at senior levels:

- 50% women at above HEW 10
- 50% women at above academic level E
- 37% women at academic level D and E.

Deakin is recognised as an 'Employer of Choice for Gender Equality' (EOCGE) by the Workplace Gender Equality Agency. Deakin was one of 90 workplaces that received a citation in 2015 and one of a handful of universities to achieve consecutive citations for nine years.

Deakin's workforce inclusion policy is included in its Workforce Management Plan 2013-2020 with Deakin reporting annually against its inclusion targets.

- A significant gain was made at the Professor level (E) where the number and percentage of women increased from 46 (28 per cent) to 55 (30 per cent), the highest representation of female professors in four years.
- A notable gain was made at the Associate Professor level (D) where the number and percentage of women increased from 57 (37 per cent) to 65 (39 per cent). This is the highest number and representation of female Associate Professors in six years.
- There were more women than men applying for promotion (43 women and 39 men), with over half of all successful applicants being women (52 per cent). The highest success rate was for the promotion of women from Level D to Level E (100 per cent).
- The representation of women at classification level 'above HEW 10' has increased in the past year, up from 42 per cent (31 individuals) in 2013 to 47 per cent (42 individuals).

Table 5: Deakin staff 2012-2015

FULL TIME EQUIVALENT STAFF	2012	2013	2014	2015	% (2014 -15)
Full Time/Part Time	2,964	3,098	3,284	3,461	5.11%
Casual (Estimate)	662	730	747	757	1.32%
Total	3,626	3,828	4,031	4218	4.43%
Academic	1,661	1,787	1,881	1922	2.13%
General	1,965	2,041	2,150	2296	6.36%

Table 6: Deakin staff 2012-2015 (gender and age)

FULL TIME EQUIVALENT STAFF	2012	2013	2014	2015	% (2014 -15)
GENDER	FTE	FTE	FTE	FTE	%
Female	1729.63	1824.49	1923.66	2022.9	4.90%
Male	1234.29	1273.42	1360.05	1437.9	5.41%
TOTAL	2963.92	3097.91	3283.71	3460.7	5.12%
AGE BRACKET	FTE	FTE	FTE	FTE	% (2014 -15)
Less than 20	0	1	1	2	50.00%
20-30 years	295.49	284.06	274.4	369.9	25.82%
30-40 years	832.31	905.37	995.95	1066.8	6.64%
40-50 years	810.62	848.82	893.48	943.17	5.27%
above 50	1025.5	1058.66	1118.88	1078.9	-3.71%
Total	2963.92	3097.91	3283.71	3460.7	5.12%

Engaging staff

Deakin's 2015 Survey of staff, *iSay*, affirms staff have a high level of engagement and commitment to Deakin and to its strategic direction. The survey response rate was 92 per cent overall, with staff engagement up four percentage points from 2013 to 83 per cent (seven points above university benchmarks). In the key measure of satisfaction with progress Deakin is at 80 per cent (22 points higher than the sector benchmark). Across the survey as a whole, the average shift since the 2013 survey was upwards by six points.

FACILITIES AND TECHNOLOGY



79%

Are happy with Facilities



87%

Feel that Deakin is technologically up-to-date

PEOPLE



94%

Have good working relationships with co-workers



79%

Think the Executive Keep us informed

TEACHING AND RESEARCH



65%

Feel supported to achieve teaching goals



57%

Feel they receive enough support to achieve research goals

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 and requirements stipulated in any specifications that support requests for workforce data collection from external bodies.

In 2015, Deakin developed and revised the key policy documents to support its ability to attract and retain the workforce it needs to improve its agility in making competitive job offers and recognise sustained performance. New policies and procedures included Recruitment of Staff, Casual Staff Employment and Remuneration, new simpler Performance Planning and Review forms, along with revised probation procedures which give greater clarity and support for staff and managers.

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

Deakin implemented Phase 1 of DeakinPeople, its new Human Resources (HR) and payroll system. Phase 1 successfully transitioned the core employment, payroll, recruitment and training functions to a fully integrated, enterprise platform. Future phases will result in an enhanced user experience and a complete HR solution with online support for functions such as performance planning and review, succession planning, remuneration and career development.

Building staff capacity

Throughout 2015 Deakin provided an extensive program of capacity building for staff at all levels, including centrally run courses, Faculty programs and University programs to support digital change. The Human Resources Division annual calendar of staff development programs encompasses skill development, career progression and personal growth programs. Deakin Learning Futures and the Deakin Library ran an extensive suite of activities supporting teaching practice, digital scholarship and digital change.

A leadership and management program for senior staff was introduced in June 2015. The program utilises a personal profiling tool and focuses development across four key areas: broaden and deepen relationships, improve personal performance and wellbeing, improve team and University performance, and manage change constantly and effectively.

External and internal reward programs acknowledge exemplary service, including the Vice-Chancellor's Professional Development Awards which provide general staff with the opportunity to undertake a professional development program, either locally or internationally through grants of up to \$7,000.

Commitment to a safe, healthy workplace

Deakin offers a range of benefits and services to support and improve the wellbeing of staff. The Healthy Together program focuses on five health priority areas: healthy eating, physical activity, mental health and wellbeing, and alcohol and smoking. Deakin led a group of Victorian universities in an initiative to ban smoking on campus and reduce smoking rates among staff and students (Deakin campuses have been smokefree since March 2014).

In October 2015, Deakin received advice that the University has achieved full recognition for the Smoking and Mental Health pillars of the HTV Achievement Program. This means that the University's efforts with Smokefree Deakin and supporting our staff and students with mental health concerns have been formally recognised by the Victorian government. We now use this recognition in the promotion of health and wellbeing initiatives and it further enhances our credentials as a health promoting university.

Deakin staff have access to sporting facilities, flexible work arrangements, on campus medical centres and information and resources to encourage staff wellness. Child care is available on campus at the Melbourne Burwood Campus, Geelong Waurin Ponds Campus and the Warrnambool Campus, as well as information on options near to the Geelong Waterfront Campus, and other key links for parents. The University supports a range of family-friendly and work life balance policies, programs and initiatives. In accordance with the Carers' Recognition Act 2012 (Carers Act) the University's Work Arrangements Policy and the Flexible Work Arrangements Procedure recognises the needs of carers. This includes providing access to carer's leave for staff as well as flexible working arrangements. New staff are advised of the University's work arrangements as part of their induction. Staff are also advised of these arrangements through the internal Working at Deakin website.

Deakin is committed to providing a safe and healthy working environment for all staff, students, contractors and visitors. It encourages and values safe work practices and behaviours through leadership at all levels and through consultation with workers on safety matters.

In 2015 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. Deakin has also undertaken a number of projects to improve workplace health and wellbeing. This has ranged from participation in the Global Corporate Challenge to increase physical activity to providing Mental Health First Aid training. Deakin offers an Employee Assistance Program (EAP) (counselling service) to all staff to address both work related and personal problems adversely affecting work performance.

Deakin has a strong commitment to staff (as well as student) development including a range of health, wellbeing and safety training. In particular specific OHS training for managers and supervisors continued in 2015: 316 staff attended. Over 900 staff have attended in the last three years.

Deakin is generally a very safe and healthy place to work and study. The number of internal incidents / hazards reported for the year per 100 EFT staff was 3.1. Benchmarking data for 2014 released in mid-2015 indicated Deakin had the lowest Lost Time Injury rate of the 32 Australasian universities in the scheme. The University's Workers Compensation premium for 2015/16 was 50 per cent of the Victorian university sector average and is the lowest Deakin has recorded. For 2015/16 the Workers Compensation premium is 0.18 per cent of remuneration (the rate was 0.24 per cent for 2014/15). The major factors affecting the premium are the estimated, actuarial costs of University WorkCover claims over the previous three years and the performance of the Victorian university sector as a whole.

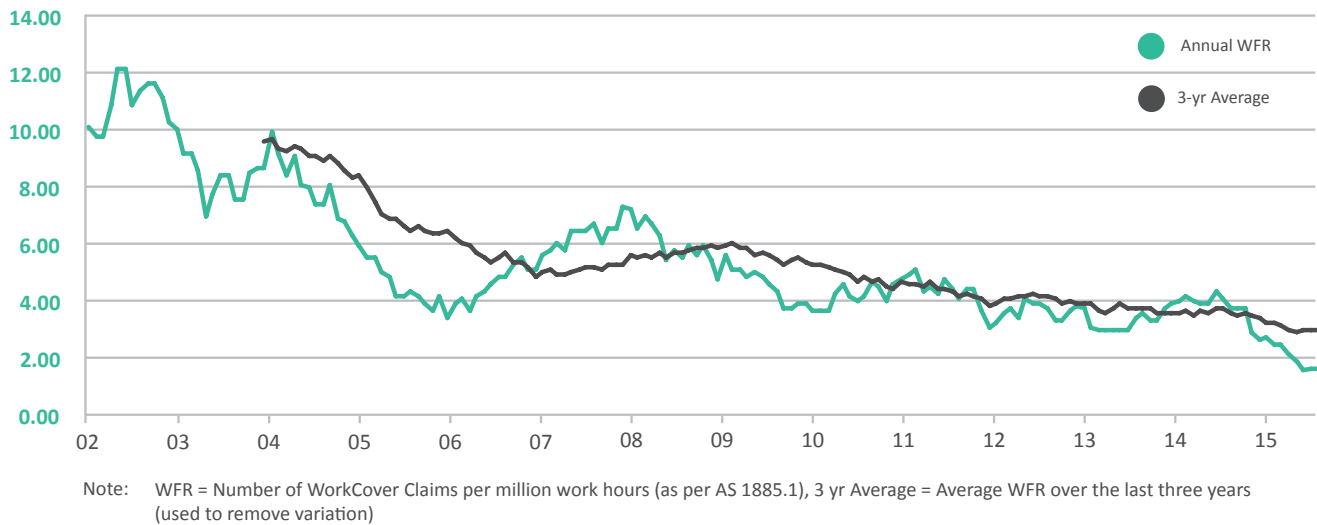


Figure 2 WorkCover Frequency rate 2002-2015

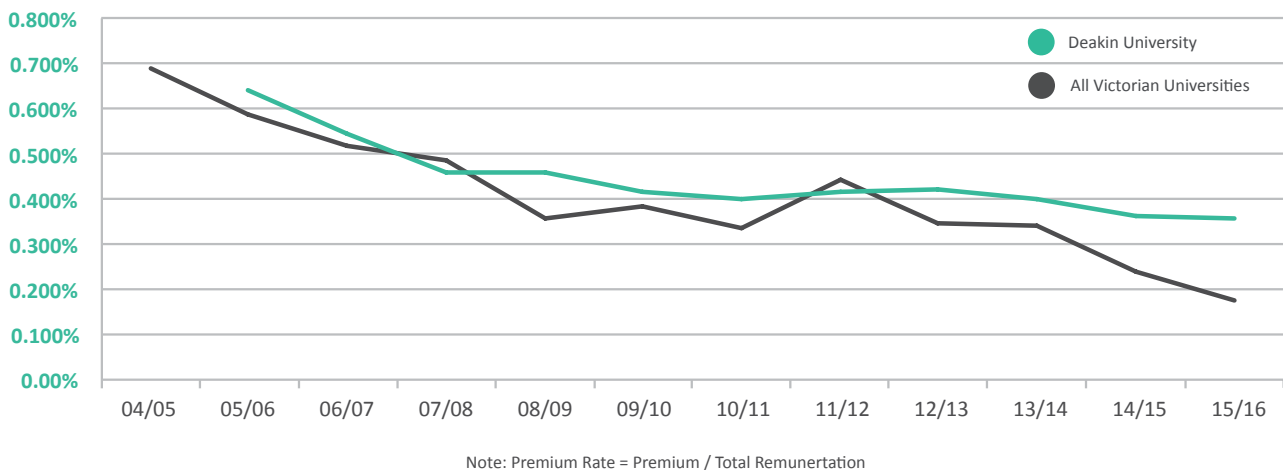


Figure 3: Premium rate 2004/5 - 2015/16

Table 7: OHS performance indicators (2010-2015)

	2010	2011	2012	2013	2014	2015
Lost time injury (LTI) frequency rate	3.7	1.8	1.9	1.5	0.6	0.6
WorkCover frequency rate	4.4	4.4	3.3	3.5	3.7	1.5
Average lost time rate (days/LTI)	60	93	59	29	43	146
Days lost per 100 full-time equivalence	36	28	19	7	4	15
WorkCover costs per full-time equivalence	\$113	\$111	\$74	\$36	\$29	\$64
Premium costs per full-time equivalence	\$316	\$493	\$389	\$371	\$265	\$204
WorkCover premium rate (% of remuneration)	0.34%	0.44%	0.35%	0.34%	0.24%	0.18%

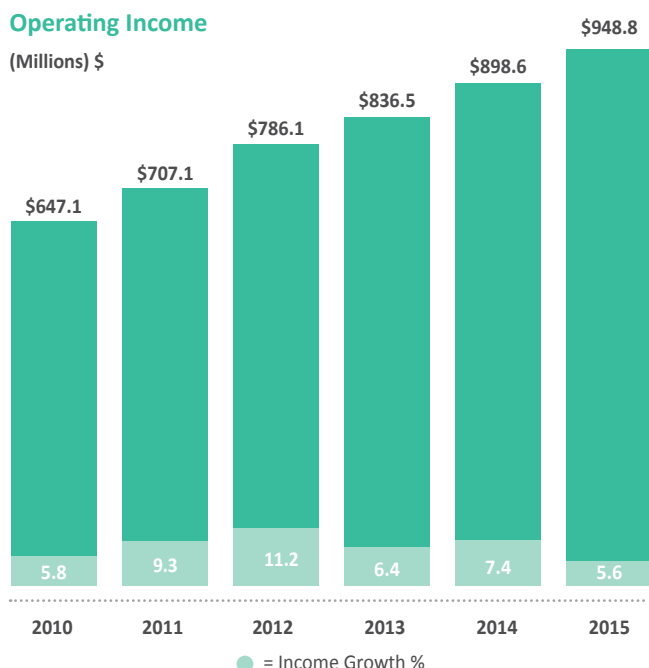
Note: 2015 figures represent the 12 months from 1 January 2015 to 31 December 2015

V3 PROGRESS A SUSTAINABLE AND COMPETITIVE ENTERPRISE

Deakin has experienced a period of significant and prolonged growth in the last five years, improving both its financial strength and its resilience. In late 2014 the Deakin University Council approved a \$10 million investment in a new Environmental, Social and Governance (ESG) Pool within the Deakin Future Fund. The Council also approved an increase in the annual allotment of cash flows from \$10 million to \$15 million in recognition of the University's desire to increase annual flow to ESG investments in the Future Fund.

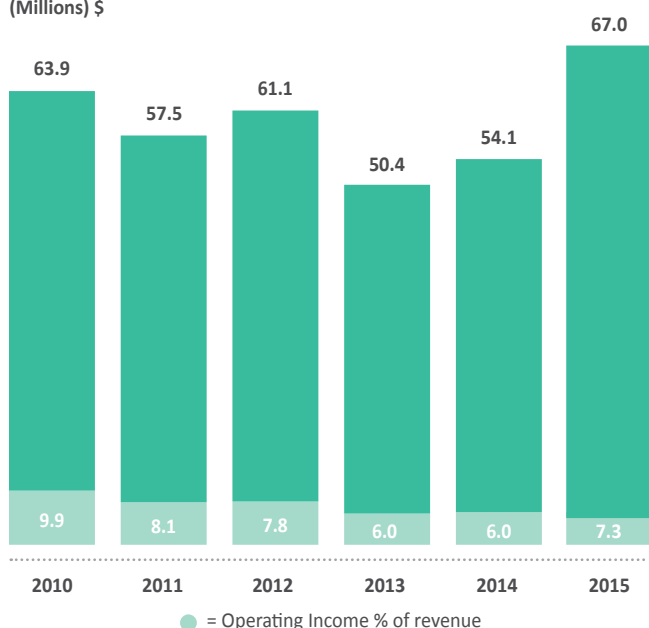
Operating Income

(Millions) \$



Underlying Surplus

(Millions) \$



The protracted uncertainty over the Government's reforms to higher education have made it difficult for students to know the conditions of enrolment and for universities to plan for current and future students. The demand-driven system has driven new levels of competition, and the higher education market is increasingly complex and unequivocally global. In this increasingly tight fiscal environment, Deakin has continued to implement efficiencies.

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.

Deakin Residential Services Pty Ltd (DRS) is a wholly owned, tax exempt operating company which manages student housing. After the completion of its second year of operation, DRS has continued to grow the business with a 3 per cent higher overall occupancy rate in 2015 over 2014. Through utilising effective marketing strategies, this trend is expected to continue into 2016, with growth forecasted to increase another 4 per cent on 2015. Looking ahead to 2017, DRS will see the expansion of its Melbourne Burwood Campus facility with an additional 505 beds opening to meet increasing student demand.

DeakinDigital Pty Ltd (DeakinDigital), a wholly-owned subsidiary of Deakin University, was formally launched in November 2015. DeakinDigital gives professionals the opportunity to assess their work experience and achieve microcredentials. From 2016, candidates who have completed sixteen specific DeakinDigital Credentials can achieve Deakin University's Master or Professional Practice (Information Technology) through the completion of a capstone unit.



Vice-Chancellor Professor Jane den Hollander at the launch of DeakinDigital

Towards a sustainable campus

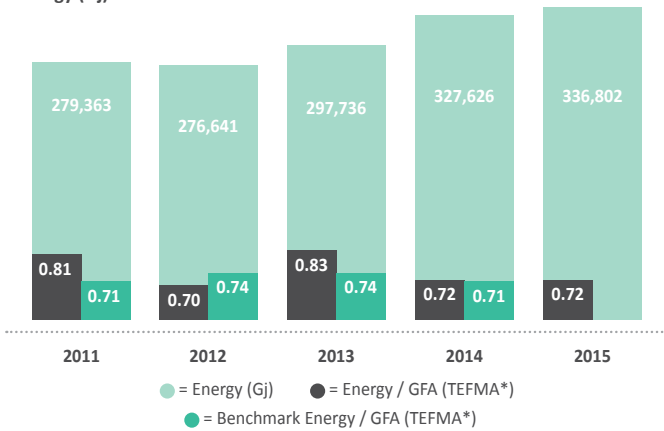
Deakin strives for an embedded and transparent approach to sustainability, underpinned by the principle of materiality - 'what matters most' across our social, environmental and economic sustainability. Deakin's second Sustainability Report was published in July 2015 and was developed in accordance with Global Reporting Initiative (GRI) G4 Guidelines.

Deakin monitors its environmental impact on:

- carbon and greenhouse gas emissions
- biodiversity
- water (including stormwater management)
- waste (including recycling)
- sustainable procurement
- sustainable transport
- sustainable built environment
- education for sustainability
- leadership and engagement

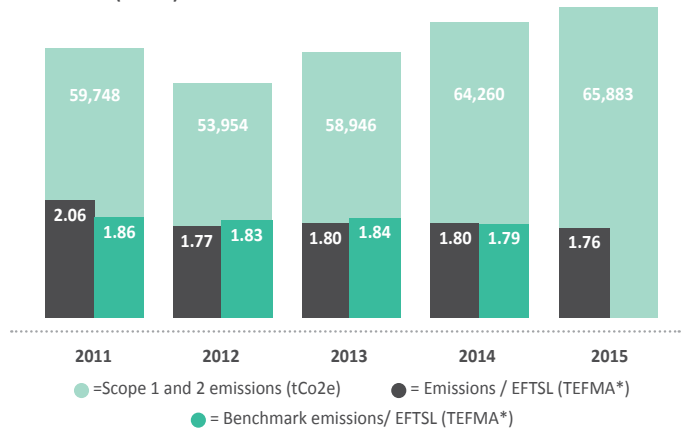
Energy

Energy (Gj)



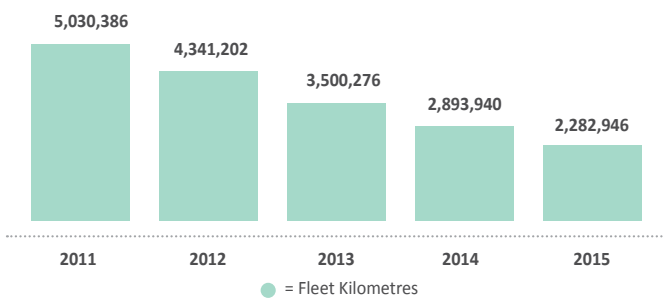
Emissions

Emissions (tCO2e)



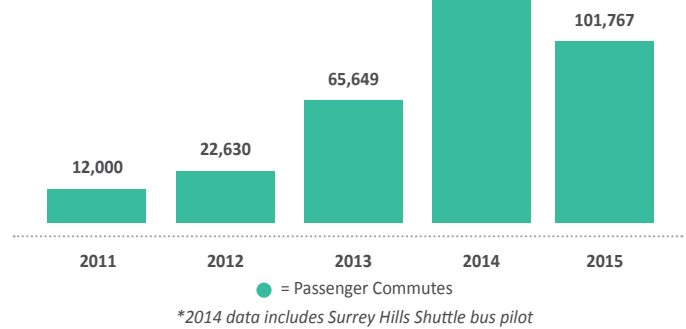
Vehicle Fleet

Kilometres

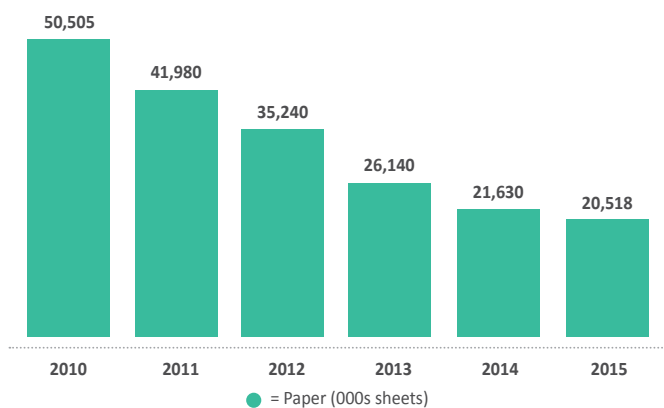


Shuttle Bus Patronage

Passenger Commutes

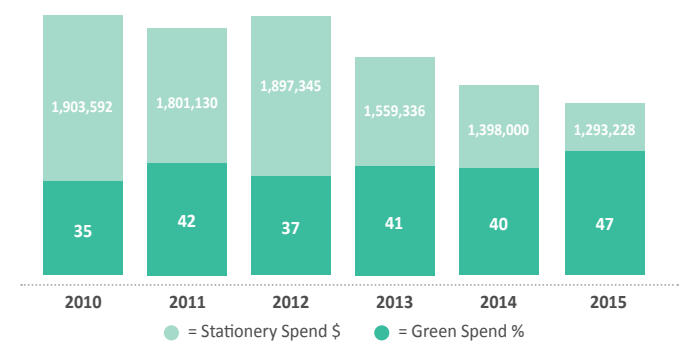


Paper



Green SPEND

% of Stationery Spend



Staff and students at Deakin are keenly interested in reducing the potential negative environmental impact of Deakin's operations. Deakin continues to employ strategies to actively reduce vehicle use for campus travel. Deakin's intercampus shuttlebus, use of videoconferencing technology and communication and collaboration platform DeakinSync and carpooling booking systems have all contributed to a sustained reduction in car usage. Deakin's Bachelor of Environmental Science (Environmental Management and Sustainability) was shortlisted as a finalist in this year's ACTS Green Gown Awards under the category 'Learning, Teaching and Skills'.

Deakin's design standards include ecologically sustainable development principles in any new building development and retrofit/upgrade works and the development master plan includes a biodiversity zone for the Geelong Waurn Ponds Campus.

Examples of Deakin's recycling activities in 2015 included the following:

- thirteen aquafil water refill and drinking stations were installed at the three largest Deakin campuses, encouraging staff and students to refill rather than purchase plastic water bottles
- Deakin's office recycling program removed waste bins from office areas, replacing them with a mini-bin and a paper recycling tray
- recycling was extended to fluorescent tubes and mixed globes, and over 2,000 batteries were diverted from landfill in just three months.



Deakin's commitment to 'Green Star Education' delivered a 5 star building in Burwood in line with the Green Building Council of Australia Standard. The \$126 million signature building at the front entrance of the Melbourne Burwood Campus features a high performance façade, under-floor air distribution, active mass cooling, low energy usage, high water efficiency, cyclist facilities, solar hot water heating and sustainable materials.

EXPERIENCE AT DEAKIN

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

E1 DELIVER SUPPORT SERVICES TO ENABLE SUCCESS AND ENRICH LEARNING, LIVING AND SOCIAL EXPERIENCE FOR STUDENTS

Integral to the *LIVE the future* agenda is an engaged, inclusive and satisfied learning community. The student experience encompasses learning experiences in the cloud, at each of Deakin's campuses, at Learning Centres and in industry settings. Because a quality university education is much more than a degree, the learning experience at Deakin includes the 'complementary curriculum' - the skills learned outside the classroom through volunteering and through the friendships and connections students make throughout their student journey.

Integrated student services and support

In 2015, Deakin began to restructure its student services, to deliver an integrated student service network through a student-centred one-stop-shop. Student Central co-locates student administration, student support and faculty course advisors in one engaging and student-friendly environment. The first centre built was at the Geelong Waterfront Campus with centres at Waurin Ponds and Burwood to be completed in 2016.

Deakin's Cloud Campus project focused on improving the student experience for cloud (online) students, with health and wellbeing services, academic skills support and social engagement programs all extended to the cloud experience.

The Deakin University Student Association (DUSA) makes a major contribution to supporting the student experience, hosting over 120 sports and recreation clubs 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 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 \$95 for full-time students, \$59 for part-time students and \$45 for students studying solely in the cloud. DUSA was contracted by the University to spend \$3.8 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. A further \$2.3 million was allocated for spending by the University for sports, recreation management and development, an international student employment program, student welfare, cultural engagement programs, Disability Liaison Officer and student amenity infrastructure.



At Student Central on Deakin's Geelong Waterfront Campus, students can access faculty and cross-faculty advice, receive an ID card, pay for parking, order a transcript, receive careers advice or connect with peers at the Lego board or the mini cinema.

Deakin has invested \$8.1 million to build an Elite Regional Sports precinct at its Geelong Waurn Ponds Campus. The new development will include construction of an MCG sized AFL oval, FIFA grade soccer pitch, eight-lane 400 metre IAAF accredited athletics track, baseball diamond, netball/basketball court and an outdoor trackside teaching facility.

Deakin entered into an agreement with Goodstart Early Learning enabling the development of a new child care centre with 120 spaces at the Geelong Waurn Ponds Campus.

Deakin University's new Student Management System (Sera), will replace the Callista Student Management System which has been in place since 1997. The first phase of implementation commenced in 2015 and focuses on Admissions, Enquiries and Complaints. When implemented, Sera will deliver a simpler, improved, user experience, with prospective students able to upload supporting documents with their application, and track the progress of their application online.

A centralised system of managing complaints

Deakin University aims to ensure that all student and staff complaints are handled in a fair, confidential, and timely manner, and that the process for doing so is based on the principles of natural justice.

The University maintains the following internal grievance procedures:

- Student Complaints Resolution Procedure
- Staff Complaints, Disputes and Grievances Procedure
- Discrimination or Sexual Harassment Complaints by Staff Members and Associates Procedure
- Bullying in the Workplace Procedure.

Since 2012, Deakin has maintained a centralised complaints handling system to receive and manage all types of student complaints, including all those relating to both academic and administrative decisions, allegations of discrimination and bullying complaints. The Student Complaints Manager advises on the application of the relevant procedure and oversees the complaint handling processes.

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.

An inclusive learning environment

Deakin continues to build inclusive practices in intercultural competency and to provide a genuine and authentically inclusive educational environment.

Cultural awareness programs held in 2015 included:

- regular Indigenous cultural awareness presentations by staff from the Institute of Koorie Education
- annual Iftar Dinner
- annual Diwali celebration
- Courageous Conversations about Race workshops (developed by Glenn Singleton, Pacific Education Group)
- regular Intercultural Lunch Time Seminars, showcasing the work of Deakin researchers and practitioners in cultural diversity and inclusion
- Victorian Equal Opportunity and Human Rights Commission Diversity and Cultural Inclusion Workshops
- the Australian Human Rights Commission, 'Racism. It stops with me campaign'.



Dr Liz Cameron, Director of the Institute of Koorie Education

Reinvigorated learning and teaching spaces

Deakin has continued to build and renew its facilities to accommodate the growth in student numbers. Completion of the Burwood Highway frontage building freed space at a number of locations, and the Burwood Campus Development and Renewal project significantly upgraded spaces within 11 existing buildings across the campus, reinvigorating spaces that had been largely unchanged for over 20 years, and reducing the need for new buildings and external leases.

Deakin's Coordinated Timetabling constraints-driven initiative is making a major contribution to Deakin's space efficiency and it aims to increase the room utilisation rate from the current level of 39 per cent to 50 per cent by 2020. External and internal environmental access audits have been completed and costed, and plans for addressing any accessibility barriers are being implemented through project works.

Innovative teaching requires innovative spaces, and Deakin aims to provide flexible spaces with high functioning audio-visual systems to facilitate active and collaborative learning styles. The new spaces cater for both traditional and active learning styles in the same space, along with asynchronous and synchronous multi-site delivery.

Converged learning brings the physical and 'virtual' classroom together with no distinction between cloud and campus courses. Deakin created three new 'converged' learning spaces on its Melbourne Burwood campus, including a Midwifery Simulation Laboratory.



Clinical Simulation centres provide access to technologically advanced and responsive human patient simulation mannequins, lifting machines, resuscitation trolleys and the wide range of equipment students will encounter on clinical placement.

E2 STRENGTHEN CONNECTIONS WITH, AND ADD VALUE TO, GOVERNMENTS, INDUSTRY, ALUMNI AND THE COMMUNITIES THAT DEAKIN SERVES

Deakin has continued to strengthen its connections with government, industry and alumni, making a significant contribution to the intellectual, social and economic life of each of its communities.

Contributing to the cultural life of its local community

The inaugural TEDxUni held in August brought together scientists, artists, thinkers and creators across a wide range of disciplines to share ideas. Deakin's first TEDx talk explored the Internet of Things and the idea of pervasiveness. American futurist Bruce Sterling joined Geelong-based theatre director Bruce Gladwin and other talented speakers to explore the implications of new technologies, such as social media, augmented realities and artificial intelligence, for traditional boundaries and human activity, as well as the planetary costs of development.

Deakin partnered with the City of Greater Geelong, the Geelong Regional Library, Writers Victoria, the Cultural Fund and Paton Books to bring the Word-for-Word National Non-Fiction Festival to Geelong; it is Australia's largest festival showcasing non-fiction literature, writing and ideas.

Deakin is a signatory to the GROW (G21 Regional Opportunities for Work) compact. GROW aims to reduce unemployment in G21's most disadvantaged areas, partnering with community groups, businesses and governments.

A proactive connection with external media has resulted in an increase in interest and attention to Deakin research and teaching initiatives in both traditional and new media.

Deakin is also a major sponsor of many community projects and events across all of its communities.

In Geelong:

- the Pako Festa Festival, is Australia's largest celebration of cultural diversity
- Deakin is proud of the diversity of its communities and celebrates Diwali, Chinese New Year and Iftar with its communities
- the Geelong Jobs Fair held in liaison with the City of Greater Geelong
- Give Where You Live, an initiative to assist Geelong's most vulnerable people
- Sponsorship of the Geelong Performing Arts Council Theatre Season as a principal partner.

In Burwood:

- Deakin's participation in 2015 Light in Winter Festival, and producing the 'Listen to me': Voices of Pacific Children event at Federation Square
- over 2,000 attended the Whitehorse Swing Pop Boom: Moonlight Movie Night in Mitcham which included a screening of student films
- involvement in the Melbourne Chamber of Commerce 'Perfect match: Endless possibilities of industry research collaboration'
- Deakin sponsored the Whitehorse Global Fiesta in partnership with Whitehorse Community Chest and Council; over 7,000 people attended.

In Warrnambool:

- Deakin is a major sponsor of the arts (including the Lighthouse Theatre and the Hamilton Performing Arts Centre) and works closely with the Warrnambool Art Gallery to promote cultural and social opportunities throughout the south-west district
- Deakin sponsors the Great South Coast Small Business Festival, a key event for local businesses
- Deakin also partners with South West Primary Care to address local health work-force issues in the south-west
- approximately 3,000 people attended the Twilight Festival, celebrating 25 years of Deakin in Warrnambool.



Word-for-word Festival Geelong

At Deakin's headquarters in Geelong, the University has leveraged its research and development capability to directly benefit local industry and jobs growth. The Deakin Business School and the Geelong Chamber of Commerce conducted the first survey of business confidence and industry activity in the Geelong region, reporting on the confidence, activity, sales, purchases, profitability, investment, and planning of Geelong businesses. The research measured the benchmarks necessary to track the short and long-term trends in business activity, confidence and behaviour in the Geelong region.

The Deakin Art Gallery

The Deakin University Art Gallery, established in 2003, is located on the Melbourne Burwood Campus and contains over 16,000 diverse artworks. The Gallery aims to foster an appreciation of and engagement with the visual arts through its exhibitions and diverse collection of contemporary art.

The winner of Deakin's 2015 Contemporary Small Sculpture Award was Kendal Murray for Provision, Revision, Decision, Division. Ms Murray's dream-like miniature world was judged the best of an inspiring field of 46 finalists chosen from a record 353 entries.

A seven-metre sculpture by New Zealand artist Phil Price was installed outside the CADET building at the Geelong Waurn Ponds Campus. Called Ratytus, it is a wind-activated kinetic sculpture made from carbon fibre. The work takes its title from the word 'Ratyte,' the Latin name of the category of flightless birds native to both NZ and Australia.

Teaching Academies and Alliances with Local Schools

Deakin, through the Faculty of Arts and Education and in partnership with the Victorian Department of Education, has been working closely with schools in Melbourne, Geelong and Warrnambool to develop a new and innovative model for teacher education that will help us better align our initial teacher education (ITE) programs with areas of school improvement and innovation. The model provides a basis for developing an effective partnership between our school communities and the University. Each of the Academies includes a smaller 'Alliance' of primary and secondary schools.

The School of Education was also the successful tenderer to Teach for Australia to deliver the Master of Teaching in secondary schools across Australian states and territories. The program is designed to attract 325 new inspirational teachers to disadvantaged schools.



In signing the GROW Compact Deakin is committing to the principle that a prosperous community cares for the well-being of all its members.



FOUND IN TRANSLATION at the Deakin Art Gallery is the second installation in Gosia Wlodarczak's ongoing Instruction Drawing project, in which the artist explores the idea that drawing and language are coded modes of communication. The participants explore the word 'worldly'.



Mr Mesut Lelik, CEO Selimiye Foundation, Vice-President (Advancement) Ron Fairchild, Vice-Chancellor Professor Jane den Hollander, Mr Omer A Ergi, GM ISRA Melbourne, Professor Fethi Mansouri, Mr Ahmet Keskin, Executive Director, Australian Intercultural Society, Melinda Warneke, Deputy Vice-President Advancement.

Developing a culture of philanthropy

How we respond to those in need is a great marker of the strength of a civil society and Australia has a proud track record of first rate humanitarian relief both within our own geographic region and beyond. A new and innovative partnership has been developed between Deakin University and Save the Children.

This partnership brings a substantial focus to addressing ways to improve humanitarian relief response. Finding solutions to this global need requires leadership and innovation and Deakin University has recognised this challenge through the creation of a Centre for Humanitarian Leadership and Research, supported by a multi-million dollar gift from the IKEA Foundation and Save the Children.

The work that will be done in the Centre will result in more effective, efficient and appropriate relief response times, deployment of resources and tailored approaches to address specific needs.

In 2015, Deakin announced the Fethullah Gülen Chair in Islamic Studies and Intercultural Dialogue (hosted in the Alfred Deakin Institute for Citizenship and Globalisation). Establishment of the Chair reflects the growing strategic partnership between Deakin, the Australian Intercultural Society and the Selimiye Foundation. The Chair will play an important role in contributing to our understanding of the global world and to affirming the importance of understanding difference in ways that go far beyond tolerance.

Supporting Deakin's equity agenda

Deakin's student scholarship campaign, Change 100 Lives, has raised over \$889,600 and is well on the way to reaching its \$1million support target. Eighty-nine students have now been supported with a Change 100 Lives scholarship; the scholarships are making a real difference to the lives of talented people, including Indigenous students and those

from rural and regional areas and others for whom the cost of education presents an impossible barrier.

Through the 'Pay it Forward' initiative, Deakin commits \$1 towards the Change 100 Lives campaign for every unit evaluation completed by students. Fostering a culture of philanthropy in students while encouraging students to evaluate unit offerings, thus enabling the University to generate valid response rates.

The establishment of the \$1 million Sue Natrass Scholarship Fund recognises the distinguished career of Sue Natrass AO in arts management. The Sue Natrass Scholarships support arts professionals in need of financial assistance, enabling them to follow the footsteps of Sue Natrass AO in arts administration.

Philanthropy is playing an important role in providing scholarships to female students in the STEM disciplines. Support from AusNet Services for women in engineering will allow highly motivated students the opportunity to overcome obstacles and study to become the innovators of the future. With these scholarships, AusNet Services aims to build aspiration for careers in engineering, particularly among women who are currently under-represented in the profession and industry. The Alcoa Foundation has also provided philanthropic support for women in the technical field, addressing the skill shortage and gender imbalance.

Through Deakin's Workplace Giving Program, Deakin students and staff are also able to make a difference, with the benefit of pre-tax payroll benefits.

In 2015, the University realised over \$13.1 million in funds raised against a \$10 million target.

Engaging alumni

Deakin's alumni community now comprises more than 200,000 members, 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 10,000 alumni have personally engaged in a Deakin event which includes opportunities for networking, life-long learning and skills development, orations, social activities, webinars, and recognition of achievement events. In 2015 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.

A pilot student calling program gave Deakin alumni the opportunity to speak to current students and learn about what's happening on campus, offer feedback and support Deakin's student scholarship support initiative, Change 100 Lives. The calling program was instrumental in the increase of alumni donors from 179 in 2014 to 596 in 2015.

In October the annual Alumni Awards dinner was attended by around 300 guests who joined the University in formally recognising and celebrating the outstanding contributions of these extraordinary alumni to their communities and their professions.

- Journalist, comedian and disability advocate **Ms Stella Young** received a posthumous Alumni Community Service Award.
- **Ms Eva Rahmi Kasim** - Alumni Community Service Award
- **Mr Andrew James Conway** - Young Alumni of the Year Award
- **Ms Sophya Uprety** - Young Alumni of the Year Award
- **Mr Peter Donald Niblett** - Alumni of the Year Award
- **Lieutenant General (retired) David Lindsay Morrison AO** - Lifetime Achievement Award

Deakin awarded the following Honorary Degrees in 2015:

- **Dr Megan Clark AC**
- **Professor Brad Dunstan**
- **Professor William Hutchinson**
- **Mr Leon Kempler OAM**
- **Ms Sue Natrass AO**
- **Dr Tim Soutphommasane**
- **Emeritus Professor David Stokes AM**
- **Dr Helen Szoke**
- **Dr David Thodey**
- **Professor Kurt Zuelke**

Deakin's Report of Operations is prepared in accordance with Financial Reporting Directions 22G.



L to R: Chancellor Mr David Morgan; Lieutenant General David Morrison AO ret.; Executive Director Ernst & Young Mr Peter Niblett; Ms Sophya Uprety, Nutrition Officer UNICEF Nepal; Mr Andrew Conway, CEO Institute of Public Accountants; Ms Eva Rahmi Kasim, Deputy Director, Social Rehabilitation for Persons with Physical Disability and Chronic Diseases Ministry of Social Affairs Republic of Indonesia; Vice-Chancellor Professor Jane den Hollander



ORGANISATION AND GOVERNANCE

GOVERNANCE OF THE UNIVERSITY

Deakin University was established in 1974 to be a university for the Geelong region and from that base to extend opportunities for university education to people in other areas, particularly through distance education.

Deakin is governed in accordance with the *Deakin University Act 2009 (Vic)*. The Hon Steve Herbert, Minister for Training and Skills is the Minister responsible.

University Council

The University Council is responsible for the good governance of the University. The primary responsibilities of Council are set down in the *Deakin University Act 2009 (Vic)* and include:

- appointing and monitoring the performance of the Vice-Chancellor as chief executive officer of the University
- approving the mission and strategic direction of the University and its annual budget and business plan
- overseeing and reviewing the management of the University and its performance
- establishing policy and procedural principles for the operation of the University consistent with legal requirements and community expectations
- overseeing and monitoring the assessment and management of risk across the University
- overseeing and monitoring the academic activities of the University
- approving significant commercial activities and systems of control and accountability.

Council's annual program includes:

- an annual strategy conference and mid-year review and planning meeting
- seven ordinary meetings
- business schedules for Council and committees comprehensively addressing governance responsibilities
- end of year reports by each governance body on its fulfilment of its business schedule and responsibilities
- biennial reviews alternating between Council and its committees of their performance and effectiveness measured against external benchmarks of best governance practice.

Council's major activities during 2015 included:

- overseeing the progress of the University's *LIVE the future* strategy
- approving new strategies to position Deakin to drive the digital frontier
- approving initiatives to equip students for the jobs and skills of the future
- approving the development of new student accommodation to meet strong demand
- planning the University's response to the Australian government's proposals to change higher education funding and regulation
- approving a process for the development of a strategy for the future of the Warrnambool Campus
- strengthening oversight of risk through improved risk management and policy frameworks
- approving the sale of Callista Software Services Pty Ltd.

Appointment of a new Chancellor

Following an outstanding term of 10 years as Chancellor and 16 years on the Council, Mr David Morgan retired on 31 December 2015. Mr Morgan was an inspirational Chancellor of the University. He led the University through an outstandingly successful era in which Deakin significantly increased its student numbers, attained high levels of student satisfaction, substantially improved its financial position and achieved exemplary standards in governance.

In 2015 after a comprehensive search process the Council elected Mr John Stanhope as Deakin's sixth Chancellor from 1 January 2016. Mr Stanhope is one of Deakin's most distinguished graduates and 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 will bring to the role of Chancellor his wealth of governance expertise and his strong commitment to ensuring that students receive an excellent education for the skills and jobs of the future.

Changes in Council membership

In 2015 Council gratefully acknowledged the service of Mr David Morgan as retiring Chancellor, Ms Jenni Lightowlers, Ms Jay Bonnington and Mr Stuart Lasker who concluded their terms of office on 31 December 2015, and Professor Ruth Rentschler who indicated that she would conclude her term of office on 18 January 2016.

Ms Lightowlers was a member of Council for 12 years, a Deputy Chancellor for seven years and acting Chancellor on a number of occasions. She chaired Council's Legislation Committee with distinction and was a major contributor to the Chancellor's Advisory Committee, Honorary Degrees Committee and Remuneration Committee.

Ms Bonnington was a member of Council for six years. She served on the Audit and Risk Committee and the Finance and Business Affairs Committee and contributed valuable financial expertise to Council's work.

Mr Lasker was appointed to Council in 2015 after having been nominated by the Committee of Management of the Deakin University Student Association. He made a significant contribution to Council and to the University's student body.

Professor Ruth Rentschler was Chair of the Academic Board and a member of Council for four years. She provided high quality reporting to the Council on academic governance.

The contributions to the University of each of the outgoing members is appreciated.

Seven members were reappointed to Council in 2015 for further terms from 1 January 2016: Professor David Ashbridge, Ms Helene Bender, Ms Miranda Douglas-Crane, Mr Stuart Hamilton, Mr Peter Meehan, Mr Peter Niblett and Ms Glenys Phillpot.

Two new members were appointed to Council from 1st January 2016: Dr Simon Eassom and Ms Carol Boyer-Spooner.

Committees of Council

In July the Council conducted its biennial performance review of its committees, the results of which inform continuous improvement. All Council and committee members contributed to the review.

The review concluded that:

- Council's committee system and individual committees are working effectively
- committees members' skills and experience are well used
- the distinction between governance and management is clear and effective in the work of committees
- committees operate with sufficient flexibility to meet emergent challenges and to support quick decision making.

Council balances:

- the benefits of using committees to give consideration to matters in greater detail than is possible for Council as a whole
- the risk that an over-reliance on committees might mean that the Council as a whole might not engage fully with all of its responsibilities.

All committees report and make recommendations to Council following each of its meetings including on the exercise of any delegated authorities.

COMMITTEES OF COUNCIL

Chancellor's Advisory Committee

Chair: Chancellor, Mr David Morgan

The Chancellor's Advisory Committee advises Council on governance matters, proposed appointments to Council membership and the orderly review of Council operations and related matters.

Honorary Degrees Committee

Chair: Chancellor, Mr David Morgan

The Honorary Degrees Committee advises the Vice-Chancellor on recommendations to confer honorary degrees on individuals for distinguished contributions to learning, the arts, public service or to the University. On the advice of the Committee the Vice-Chancellor may invite Council to award an honorary degree.

Remuneration Committee

Chair: Chancellor, Mr David Morgan

The Remuneration Committee advises Council on remuneration matters including salaries and conditions of employment of senior staff.

Audit and Risk Committee

Chair: Deputy Chancellor, Mr Peter Meehan

The Audit and Risk Committee advises Council on the University's accounting, control, risk management and reporting practices. The Committee also considers external and internal audit reports and reviews internal audit policy. Financial statements were reviewed and recommended by the Audit and Risk Committee prior to finalisation and submission.

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 provides strategic advice on the University's investments, advises Council on the University's Investment Management policy and oversees investment performance.

Legislation Committee

Chair: Deputy Chancellor, Jennifer Lightowers

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.

MEMBERS IN OFFICE 2015



Standing left to right: Mr John Stanhope, Ms Kathy Grigg, Mr Stuart Lasker, Ms Philippa Kelly, Mr Stuart Hamilton, Ms Glenys Phillpot, Professor David Ashbridge, Ms Miranda Douglas-Crane. Sitting left to right: Mr Peter Niblett, Ms Jenni Lightowlers (Deputy Chancellor), Professor Jane den Hollander (Vice-Chancellor), Mr David Morgan (Chancellor), Ms Helene Bender (Deputy Chancellor), Mr Peter Meehan (Deputy Chancellor), Professor Ruth Rentschler. Absent: Professor Jean du Plessis, Ms Jay Bonnington.

Council is chaired by the Chancellor. In 2015 there were three Deputy Chancellors in office throughout the year: **Ms Helene Bender OAM, Ms Jennifer Lightowlers and Mr Peter Meehan.**

Official Members

THE CHANCELLOR

Mr David Morgan

BCom Melb

Current term of office: To 31 December 2015

Years on Council: 16

THE VICE-CHANCELLOR

Professor Jane den Hollander

BSc(Hons), MSc Wits, PhD Wales

Current term of office: From 19 July 2010

Years on Council: 5.5

THE CHAIR OF THE ACADEMIC BOARD

Professor Ruth Rentschler OAM

BA (Hons) Melb, PhD Monash

Current term of office: To 18 January 2016

Years on Council: 4

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: 3.3

Ms Jay Bonnington

BCom Auckland, MBA Monash, FCPA, FAICD

Current term of office: To 31 December 2015

Years on Council: 6

Ms Miranda Douglas-Crane

BCom, MBA, DipEd, FIM, FAICD

Current term of office: To 31 December 2018

Years on Council: 2.3

Mr Peter Niblett

BCom Deakin, CA, FCPA, CISA, CISM

Current term of office: To 31 December 2017

Years on Council: 7

Ms Glenys Phillpot OAM

Current term of office: To 31 December 2018

Years on Council: 3

Mr John Stanhope

BCom Deakin, FAICD, FAIM, FCPA, FICA, FHRM,

Current term of office: To 31 December 2020

Years on Council: 3.5

A member appointed by the Minister

Ms Helene Bender OAM

B Com Melbourne, Dip Travel & Tourism RMIT

Current term of office: To 31 December 2018

Years on Council: 7.5

Council Appointed Members

Ms Kathy Grigg

BEd, DipEd Adelaide, FCPA, FAICD

Current term of office: To 31 December 2016

Years on Council: 6.3

Mr Stuart Hamilton AO,

BArts (Hons), BEd

Current term of office: To 31 December 2018

Years on Council: 2.3

Ms Philippa Kelly

LLB UWA, FFin, GAICD

Current term of office: To 31 December 2017

Years on Council: 6

Mr Stuart Lasker

Current term of office: To 31 December 2015

Years on Council: 1

Ms Jennifer Lightowlers

BA DipEd W.Aust., LLB(Hons), LLM Melb

Current term of office: To 31 December 2015

Years on Council: 11.7

Mr Peter Meehan

BBus RMIT, FCA, FCPA

Current term of office: To 31 December 2018

Years on Council: 8.8

Professor Jean du Plessis

BProc, LLB, LLM, LLD (UoFS), GAICD

Current term of office: To 31 December 2017

Years on Council: 2

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 2015, and the number of meetings attended by each member were as follows:

Table 8 Attendance at Council and committee meetings

Key A - Meetings eligible to attend as a member B - Meetings attended as a member	COUNCIL				COMMITTEES OF THE COUNCIL											
	Council		Audit and Risk		Chancellors 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 D Morgan	8	8			6	6			3	3					2	2
Deputy Chancellor Ms H Bender OAM	8	7			6	6			3	3			4	4	2	2
Deputy Chancellor Ms J Lightowlers	8	7			6	5			3	3			4	4	2	1
Deputy Chancellor Mr P Meehan	8	8	5	5	6	5			3	3					2	2
Vice-Chancellor Professor J den Hollander*	8	8	5	5	6	6	5	4	3	3	4	2	4	4	2	2
Chair, Academic Board Professor R Rentschler OAM	8	8			6	5			3	3			4	4		
Professor D Ashbridge	8	7														
Ms J Bonnington	8	4					5	5								
Ms M Douglas-Crane	8	8	5	5												
Professor J du Plessis	8	7							3	2						
Ms K Grigg	8	8					5	5			4	4			2	2
Mr S Hamilton AO	8	8	5	5												
Ms P Kelly	8	8					5	5							2	2
Mr S Lasker	8	8											4	2		
Mr P Niblett	8	7	5	3			5	4								
Ms G Phillpot OAM	8	7	5	4												
Mr J Stanhope	8	7					5	3			4	2				

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

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 Council. Professor Ruth Rentschler OAM was the Chair of the Board throughout 2015.

In 2015 there were 58 members of the Academic Board drawn from across the University through the appointment of official members (18) and the election of members from the Professoriate, Faculties and Institutes, general staff and the student body.

The major activities of the Academic Board in 2015 included:

- the review and subsequent approval of a revised Deakin PhD model which enables the customising of a student's program of study
- the approval of new courses for offer, some of which involve partnership arrangements and revisions to existing courses
- improving the oversight of academic standards through the approval of academic policy reviews regarding admission and selection including English language standards and higher degrees by research, raising the awareness of various academic integrity issues and commencing a review to adopt a university-wide approach around academic standards associated with academic integrity.

Management and organisational structure

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

The University's Executive comprises the Vice-Chancellor, three Deputy Vice-Chancellors, four Faculty Pro Vice-Chancellors, the Pro-Vice-Chancellor (Planning and Integrity) and four Vice-Presidents (which includes the Chief Financial Officer and the Chief Digital Officer).

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

Senior Officers

Vice-Chancellor and President

Professor Jane den Hollander *BSc (Hons), MSc Wits, PhD University of Wales*

Chair of the Academic Board

Professor Ruth Rentschler OAM *BA (Hons) Melb, PhD Monash*

Deputy Vice-Chancellor (Research)

Professor Lee Astheimer *BSc (Hons) Lakehead, PhD UC Davis*

Deputy Vice-Chancellor (Education)

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

Deputy Vice-Chancellor (Global Engagement)

Professor Gary Smith *BA (Hons), PhD Monash*

Pro Vice-Chancellor (Planning and Integrity)

Professor Christopher Gray *BA (Hons) Lancaster, MSc Leeds, PhD Bradford, FAIOH*

Pro Vice-Chancellor (Arts and Education)

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*

Pro Vice-Chancellor (Business and Law)

Professor Michael Ewing *BCom Natal, BCom (Hons) Pretoria, MCom Pretoria, DCom Pretoria*

Pro Vice-Chancellor (Health)

Professor Brendan Crotty *MBBS MD Melbourne, FRACP*

Pro Vice-Chancellor

(Science, Engineering and Built Environment)

Professor Trevor Day *DipEd Flinders, BSc (Hons) Flinders, PhD (Med) Flinders*

Vice-President (Enterprise)

Mr Kean Selway *BBus (Mktg) Chisholm, GDip Mgt Victoria UT, FAICD*

Vice-President (Advancement)

Mr Ron Fairchild, *BHK (Hons) University of Windsor, CFRE*

Chief Financial Officer

Mr Andrew Walters *BCom Natal, Hons B.Compt UNISA, CA (until 21 July 2015)*

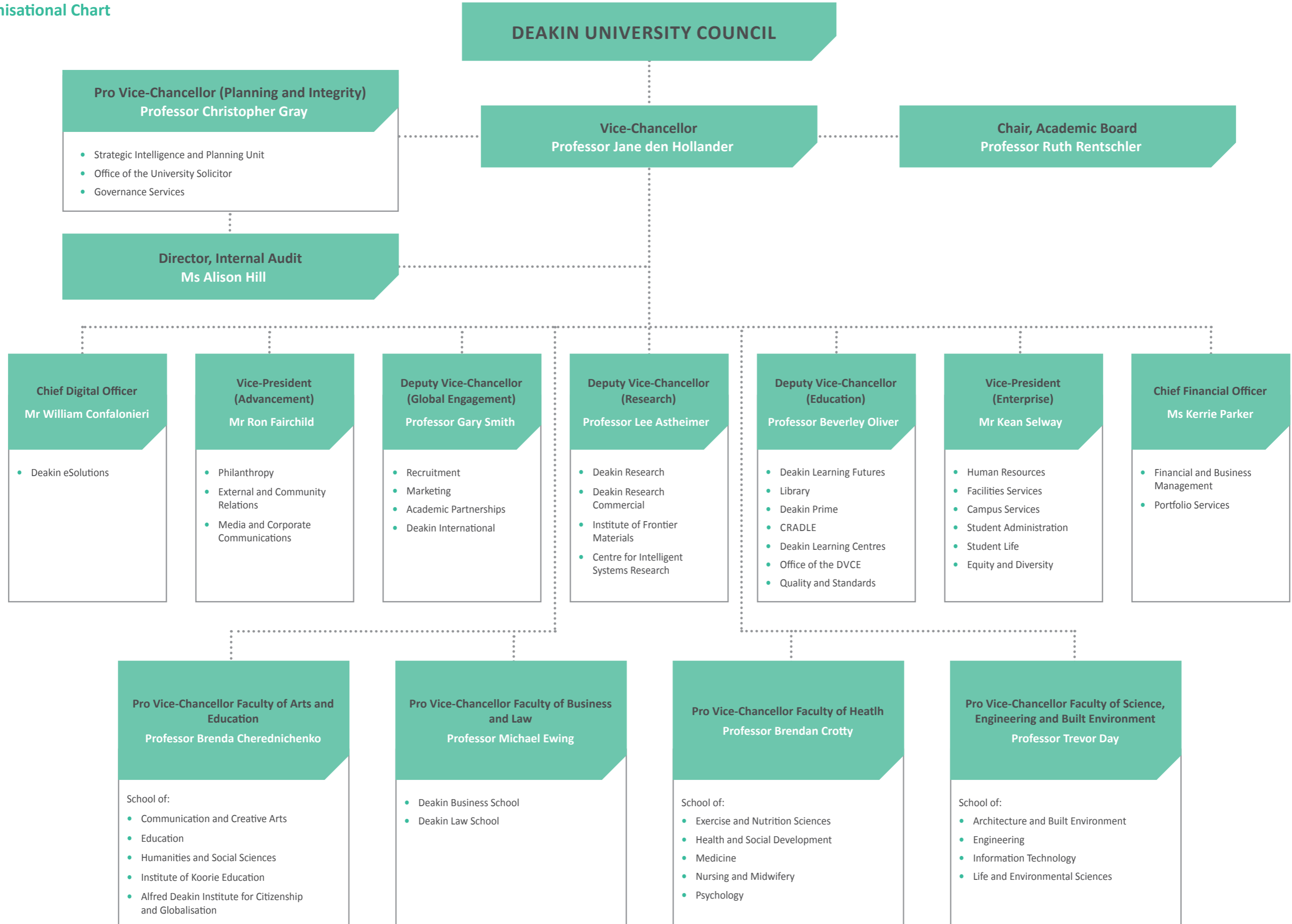
Ms Stacey Mills *BBus (Mktg) UniSA, BCom UniSA, MBA UniSA, CA (Interim from 21 July - 12 October 2015)*

Ms Kerrie Parker (from 12 October 2015) *BBus (Accounting) Monash, GCert IT Swinburne, FCPA, GAICD*

Chief Digital Officer

Mr William Confalonieri *DipSysEng UNICEN, MCompSci Lujan, MBAEco ESEADE DDP Austral, PGDipNeg Belgrano, CertEnterpArch Carnegie Mellon, GAICD*

Organisational Chart





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 Pro Vice-Chancellor (Planning and Integrity) 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.

Information about the University's risk management is available at: <http://www.deakin.edu.au/divisions/cgrcs/risk.php>

Attestation on compliance with the International Risk Management standard

I, Professor Christopher Gray Pro Vice-Chancellor (Planning and Integrity) 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.

Professor Christopher Gray

Pro Vice-Chancellor (Planning and Integrity), Deakin University



Date: 3 March 2016
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. 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.

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.

In 2015 the Commercial Activities Register was amended to reflect the disposal of Callista Software Services Pty Ltd effective on 6 March 2015.

A. University wholly-owned controlled entities

University Controlled Entities: A controlled entity is one that satisfies the test of control in section 50AA of the Corporations Act 2001. This includes Deakin's wholly-owned subsidiaries and entities which Deakin holds an interest in and has control of.

The Audit and Risk Committee has made the following assessments of the level of risk associated with the University's wholly-owned controlled entities.

Entity	Principal objects	Level of financial risk	Level of reputational risk
Unilink Limited	Provision of human resource services to Deakin	Low	Low
DeakinDigital Pty Ltd	Provision of educational services	Low	Low
Deakin Residential Services Pty Ltd	Provision of residential services	Low	Medium
iHosp Pty Ltd	Development and commercialisation of software	Low	Low

B. University 'associated entities' - part ownerships, partnerships or joint ventures

University Associated Entities: An associated entity is defined by 50AAA of the Corporations Act 2001 and the Australian Accounting Standards Board as ownership or participation in an entity, including a partnership, joint venture or associated

company whereby Deakin is able to 'significantly influence' that entity. There were no University 'associated entities' for 2015 that met the requirements of the definition of an associated entity under 50AAA of the Corporations Act 2001.

The Audit and Risk Committee has made the following assessments of the level of risk associated with the University's associated entities.

STATUTORY COMPLIANCE

Building Act 1993

Deakin 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 applies the principles of competitive neutrality 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.

Education Services for Overseas Students Act 2000 (ESOS Act)

In 2015 Deakin (CRICOS Provider Code 00113B) continued to conform to the requirements of the Education Services for Overseas Students (ESOS) Act 2000 and the National Code 2007.

Deakin's obligations are included in its compliance program that informs internal audit activities. Policies and procedures are in place and implemented in accordance with the standards in Part D of the National Code 2007 where required.

Other measures to support ongoing compliance include the following:

- a staff international compliance Wiki is available online to assist both academic and professional staff to understand and apply the regulatory requirements
- an ESOS Consultative Group, comprising staff from all faculties and key divisions meets quarterly and serves as a cross-University vehicle for continuous improvement with regard to compliance
- Deakin International's Quality and Compliance team runs annual ESOS/National Code workshops on all campuses.

In 2014 the Tertiary Education Quality and Standards Agency renewed Deakin's CRICOS registration until 19 June 2019 and increased its maximum international student capacity to 10,000.

Deakin monitors international student numbers on the Provider Registration and International Student Management System (PRISMS) regularly to ensure that the University remains within maximum capacity.

Statutes and regulations

Deakin administers statutes and regulations of the University in accordance with the provisions of the Deakin University Act 2009.

The Minister approved Council's revocation of *Statute 10.1 - Student Loan Fund*. There were no other changes to University statutes in 2015.

All University regulations made or amended by the Council during 2015 have been promulgated on the University's Official Notice board and are accessible via <https://policy.deakin.edu.au/>

Protected Disclosure Act 2012

The Protected Disclosure Act 2012 came into operation on 10 February 2013. Deakin University is no longer a disclosure receiving entity under the Act. The University has in place appropriate procedures to ensure that persons who have made protected disclosures under the new Act are protected from detrimental action. The Protection of Persons from Detrimental Action Procedure is accessible via <http://theguide.deakin.edu.au>

Freedom of information

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

In 2015 the University received 14 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, one 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
Web: www.deakin.edu.au

Deakin University Annual Reports can be accessed <http://www.deakin.edu.au/about-deakin/leadership-and-governance/reports-and-publications>



DEAKIN

FINANCIAL REPORT

Statement Of Comprehensive Income for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
Income from continuing operations	2	948,774	898,553	930,002	869,029
Expenses from continuing operations					
Employee related expenses	2	(514,140)	(500,740)	(510,826)	(488,457)
Depreciation and amortisation expense	2	(75,855)	(69,271)	(69,485)	(63,334)
Other expenses from continuing operations	2	(290,857)	(260,370)	(285,714)	(253,914)
Total expenses from continuing operations		(880,852)	(830,381)	(866,025)	(805,705)
Income tax expense	12	-	-	-	-
Net result after income tax for the year		67,922	68,172	63,977	63,324
Other comprehensive income					
Items that may be reclassified to profit or loss					
(Decrease) / increase in deferred government superannuation contributions	16	(4,261)	(4,190)	(4,261)	(4,190)
Decrease / (increase) in deferred employee benefits for superannuation	16	4,261	4,190	4,261	4,190
Gain on value of available for sale financial assets	13	8,052	6,251	8,052	6,251
		8,052	6,251	8,052	6,251
Items that will not be reclassified to profit or loss					
Gain on revaluation of land	13	7,263	-	7,213	-
Gain on revaluation of buildings	13	77,840	-	70,691	-
Loss on revaluation of library holdings	13	(8)	-	(8)	-
Loss on revaluation of art collection	13	-	(135)	-	(135)
		85,095	(135)	77,896	(135)
Total other comprehensive income		93,147	6,116	85,948	6,116
Total comprehensive income		161,069	74,288	149,925	69,440
Total comprehensive income attributable to / (from)					
University		161,084	74,288	149,925	69,440
Non-controlling interest		(15)	-	-	-
		161,069	74,288	149,925	69,440

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

Statement of Financial Position as at 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
CURRENT ASSETS					
Cash and cash equivalents	3	22,830	23,572	22,830	20,171
Receivables	4	61,424	69,705	60,475	67,595
Inventories	5	308	321	308	321
Other financial assets	6	255,000	221,000	255,000	221,000
TOTAL CURRENT ASSETS		339,562	314,598	338,613	309,087
NON-CURRENT ASSETS					
Receivables	4	148,482	152,397	148,482	152,397
Other financial assets	6	227,762	198,468	357,789	331,495
Property, plant and equipment	7	1,440,289	1,324,485	1,318,178	1,202,628
Intangible assets	8	5,144	4,194	5,144	4,194
TOTAL NON-CURRENT ASSETS		1,821,677	1,679,544	1,829,593	1,690,714
TOTAL ASSETS		2,161,239	1,994,142	2,168,206	1,999,801
CURRENT LIABILITIES					
Trade and other payables	9	202,325	189,097	228,696	205,133
Borrowings	10	-	9	-	9
Provisions - employee benefits	11	91,290	89,283	90,860	87,130
TOTAL CURRENT LIABILITIES		293,615	278,389	319,556	292,272
NON-CURRENT LIABILITIES					
Provisions - employee benefits	11	163,343	172,541	163,253	172,057
TOTAL NON-CURRENT LIABILITIES		163,343	172,541	163,253	172,057
TOTAL LIABILITIES		456,958	450,930	482,809	464,329
NET ASSETS		1,704,281	1,543,212	1,685,397	1,535,472
EQUITY					
Parent entity interest					
Reserves	13	450,986	357,355	443,787	357,355
Retained earnings	14	1,253,310	1,185,857	1,241,610	1,178,117
Parent entity interest		1,704,296	1,543,212	1,685,397	1,535,472
Non-controlling interest		(15)	-	-	-
TOTAL EQUITY		1,704,281	1,543,212	1,685,397	1,535,472

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 2015

	Note	2015			2014		
		Reserves	Retained Earnings	Total	Reserves	Retained Earnings	Total
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
CONSOLIDATED							
Total equity at the beginning of the financial year		357,355	1,185,857	1,543,212	351,021	1,117,903	1,468,924
Net result for the year	14	-	67,922	67,922	-	68,172	68,172
Transfers	13,14	484	(484)	-	218	(218)	-
Increase / (decrease) in Reserves	13	93,147	-	93,147	6,116	-	6,116
Total equity at the end of the financial year		450,986	1,253,295	1,704,281	357,355	1,185,857	1,543,212
UNIVERSITY							
Total equity at the beginning of the financial year		357,355	1,178,117	1,535,472	351,021	1,115,011	1,466,032
Net result after income tax for the year	14	-	63,977	63,977	-	63,324	63,324
Transfers	13,14	484	(484)	-	218	(218)	-
Increase / (decrease) in Reserves	13	85,948	-	85,948	6,116	-	6,116
Total equity at the end of the financial year		443,787	1,241,610	1,685,397	357,355	1,178,117	1,535,472

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 2015

INFLOWS / (OUTFLOWS)	Note	CONSOLIDATED		UNIVERSITY	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
CASH FLOWS FROM OPERATING ACTIVITIES					
Australian government grants	2.1	606,567	569,333	603,323	566,348
State government grants		14,237	6,674	8,699	6,674
HECS-HELP - student payments		20,304	22,403	20,304	22,403
Other research grants and contracts		21,894	23,354	21,645	20,235
Fees and charges		242,689	218,133	228,622	202,659
Dividends received		2,035	1,169	2,035	1,169
Interest received		18,050	16,399	20,941	19,344
Other income		45,112	53,697	46,926	44,097
Payments to employees		(513,734)	(489,293)	(510,513)	(477,031)
Payments to suppliers (inclusive of Goods and Services Tax)		(303,951)	(286,066)	(287,143)	(267,106)
Goods and Services Tax recovered		22,428	17,554	22,428	17,693
Net cash provided by operating activities	15	175,631	153,357	177,267	156,485
CASH FLOWS FROM INVESTING ACTIVITIES					
Proceeds from sale of property, plant and equipment		551	650	551	125,539
Proceeds from sale of subsidiary		1,538	-	1,538	-
Payments for property, plant and equipment		(107,148)	(71,958)	(107,094)	(69,064)
Payments for intangible assets		(1,594)	(1,507)	(1,594)	(1,507)
Payments for other financial assets		(64,100)	(113,911)	(68,000)	(200,747)
Loans to subsidiary companies		-	-	-	(47,476)
Net cash outflow used in investing activities		(170,753)	(186,726)	(174,599)	(193,255)
CASH FLOWS FROM FINANCING ACTIVITIES					
Repayment of borrowings		(9)	(9)	(9)	(9)
Net cash outflow used in financing activities		(9)	(9)	(9)	(9)
Net increase / (decrease) in cash and cash equivalents		4,869	(33,378)	2,659	(36,779)
Cash and cash equivalents at the beginning of the financial year		23,572	56,950	20,171	56,950
Decrease in cash and cash equivalents from sale of subsidiary company	15	(5,611)	-	-	-
Cash and cash equivalents at the end of the financial year	15	22,830	23,572	22,830	20,171

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

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

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.

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.

(a) BASIS OF CONSOLIDATION

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Deakin University as at 31 December 2015 and the results of all subsidiaries for the year then ended. A list of the subsidiaries is included in Note 22. Deakin University and its subsidiaries are referred to in this financial report as the Group or the Consolidated Entity.

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 some of its subsidiaries are exempt from income tax pursuant to Section 50 of the *Income Tax Assessment Act 1997*. Deakin University has two subsidiaries that are 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

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

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, artworks and library special 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 (2014: \$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, artworks 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:

	2015	2014
Freehold buildings	1 to 50 years	1 to 50 years
Leasehold improvements	3 to 5 years	3 to 5 years

Plant and Equipment

Information and communication technology equipment	2 to 6 years	2 to 6 years
Plant and equipment	3 to 20 years	3 to 10 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 subscription 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, 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 30 June 2015.

If there are no material movements, the 30 June value will be retained as fair value. If there are material movements, the 30 June value will be revalued with the liability based on the material changes to variables.

The University remeasured the unfunded liabilities as at 31 December 2015 by using the discount rate determined as the yield on the longest dated government bond on 31 December) based on the methodology provided by the actuary of the fund.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

Note 16 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
AASB 9 Financial Instruments	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.	1/01/18	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.
AASB 15 Revenue from Contracts with Customers	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.	1/01/2017 (Exposure Draft 263 – potential deferral to 1 Jan 2018)	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. A potential impact will be the upfront recognition of revenue from licenses that cover multiple reporting periods. 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.
AASB 2014-9 Amendments to Australian Accounting Standards – Equity Method in Separate Financial Statements [AASB 1, 127 & 128]	Amends AASB 127 Separate Financial Statements to allow entities to use the equity method of accounting for investments in subsidiaries, joint ventures and associates in their separate financial statements.	1/01/16	The assessment indicates that there is no expected impact as the University will continue to account for the investments in subsidiaries, joint ventures and associates using the cost method as mandated if separate financial statements are presented in accordance with FRD 113A.
AASB 2015-6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, AASB 124 & AASB 1049]	The Amendments extend the scope of AASB 124 Related Party Disclosures to not-for-profit public sector entities. A guidance has been included to assist the application of the Standard by not-for-profit public sector entities.	1/01/16	The amending standard will result in extended disclosures on the Group's key management personnel (KMP), and the related party transactions.

Deakin University and its subsidiaries have adopted the reduced disclosures permitted for not-for-profit entities by AASB 2015-7. Apart from that, Deakin University and its subsidiaries did not undertake any Early Adoption of Authoritative Accounting Pronouncements in the current financial year.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

2.0 OPERATING RESULT	Note	CONSOLIDATED		UNIVERSITY	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
Income from continuing operations					
Australian government financial assistance					
- Australian Government grants	2.1	362,896	353,595	359,652	350,610
- HELP - Australian government payments	2.1	236,080	220,791	236,080	220,791
State Government financial assistance	2.2	14,667	6,707	9,129	6,707
HECS-HELP - Student payments		19,731	19,348	19,731	19,348
Fees and charges	2.3	229,541	207,964	213,755	192,714
Investment income	2.4	21,948	18,593	24,840	21,560
Other investment income	2.4	1,000	352	637	352
Royalties		16,572	15,823	16,572	15,823
Consultancy and contract research	2.5	21,314	22,623	21,048	19,644
Other revenue	2.6	25,025	32,757	28,558	21,480
Income from continuing operations		948,774	898,553	930,002	869,029
Expenses from continuing operations					
Employee related expenses	2.7	514,140	500,740	510,826	488,457
Depreciation and amortisation	2.8	75,855	69,271	69,485	63,334
Other expenses from continuing operations					
- Repairs and maintenance	2.9	46,285	47,556	44,042	45,445
- Impairment of assets	2.10	9,463	1,139	13,361	2,011
- Other expenses	2.11	235,109	211,675	228,311	206,458
		290,857	260,370	285,714	253,914
Expenses from continuing operations		880,852	830,381	866,025	805,705
Net result before income tax		67,922	68,172	63,977	63,324
Income tax expense / (benefit)	12	-	-	-	-
Net result after income tax for the year		67,922	68,172	63,977	63,324

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

2.1 AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE including Australian Government loan programs (HELP)	Note	CONSOLIDATED		UNIVERSITY	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
Commonwealth Grants Scheme and Other Grants					
Commonwealth Grants Scheme		271,938	250,115	271,938	250,115
Indigenous Support Program		1,575	1,545	1,575	1,545
Partnership and Participation Program		4,904	5,360	4,904	5,360
Disability Performance Funding		49	48	49	48
Additional Support for Students with Disabilities		348	211	348	211
Promotion of Excellence in Learning and Teaching		326	330	326	330
Superannuation Program		13,937	13,221	13,937	13,221
	25.1	293,077	270,830	293,077	270,830
Higher Education Loan Programs					
HECS-HELP		190,779	178,097	190,779	178,097
FEE-HELP		41,323	39,363	41,323	39,363
SA-HELP		3,978	3,331	3,978	3,331
	25.2	236,080	220,791	236,080	220,791
Scholarships					
Australian Postgraduate Awards		4,771	4,546	4,771	4,546
Indigenous Commonwealth Scholarships		(34)	47	(34)	47
Commonwealth Accommodation Scholarships		(30)	30	(30)	30
Indigenous Access Scholarships		99	254	99	254
International Postgraduate Research Scholarship		370	365	370	365
	25.3	5,176	5,242	5,176	5,242
EDUCATION Research					
Research Infrastructure Block Grants		2,898	2,573	2,898	2,573
Research Training Scheme		11,509	11,199	11,509	11,199
Joint Research Engagement Program		5,169	4,972	5,169	4,972
Sustainable Research Excellence in Universities		2,114	1,797	2,114	1,797
	25.4	21,690	20,541	21,690	20,541
Other Capital Funding					
Better Universities Renewal Funding		17	-	17	-
Education Investment Fund		2,900	14,060	2,900	14,060
	25.7	2,917	14,060	2,917	14,060
Total funding					
		558,940	531,464	558,940	531,464
Australian Research Council					
Discovery					
Projects		4,170	4,129	4,170	4,129
Fellowships		2,152	3,052	2,152	3,052
Early Career Researcher Award		1,697	1,645	1,697	1,645
	25.5	8,019	8,826	8,019	8,826
Linkages					
Infrastructure		510	654	510	654
Projects		3,003	2,557	3,003	2,557
	25.6	3,513	3,211	3,513	3,211
Other Australian Government financial assistance					
Non-Capital		28,504	30,885	25,260	27,900
Other Australian Government financial assistance		28,504	30,885	25,260	27,900
Total Australian Government financial assistance		598,976	574,386	595,732	571,401

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

		CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE					
2.1 including Australian Government loan programs (HELP) (CONTINUED)	Note				
Reconciliation					
Australian Government grants	2	362,896	353,595	359,652	350,610
HECS-HELP payments		190,779	178,097	190,779	178,097
FEE- HELP payments		41,323	39,363	41,323	39,363
SA-HELP payments		3,978	3,331	3,978	3,331
	2	236,080	220,791	236,080	220,791
Total Australian Government financial assistance		598,976	574,386	595,732	571,401
Australian Government grants received - cash basis					
Commonwealth Grants Scheme and other EDUCATION grants	25.1	294,554	271,243	294,554	271,243
Higher Education Loan Programs	25.2	236,440	223,165	236,440	223,165
Scholarships	25.3	5,398	5,242	5,398	5,242
EDUCATION research	25.4	21,690	20,541	21,690	20,541
Other Capital Funding	25.7	2,900	8,900	2,900	8,900
ARC grants - Discovery	25.5	8,019	8,826	8,019	8,826
ARC grants - Linkages	25.6	3,513	3,211	3,513	3,211
Other Australian Government grants		31,797	27,563	28,553	24,578
Total Australian Government grants received - cash basis		604,311	568,691	601,067	565,706
OS-HELP (net)	25.8	2,256	642	2,256	642
Total Australian Government funding received - cash basis		606,567	569,333	603,323	566,348
2.2 STATE GOVERNMENT FINANCIAL ASSISTANCE					
State government grants received during the reporting period:					
Capital		6,888	-	1,350	-
Non-Capital		7,779	6,707	7,779	6,707
Total State Government financial assistance	2	14,667	6,707	9,129	6,707
2.3 FEES AND CHARGES					
Course fees and charges					
Fee-paying onshore overseas students		167,389	147,309	167,389	147,309
Fee-paying offshore overseas students		268	187	268	187
Fee-paying domestic undergraduate students		232	371	232	371
Fee-paying domestic postgraduate students		14,710	14,277	14,710	14,277
Fee-paying domestic non-award students		12,774	12,102	12,774	12,102
		195,373	174,246	195,373	174,246
Other non-course fees and charges					
Student accommodation fees		15,943	15,443	157	194
Rental income		1,509	986	1,509	985
Student Service Fees from students		2,435	2,462	2,435	2,462
Course delivery fees		1,074	2,064	1,074	2,064
Parking fees		5,325	4,766	5,325	4,766
Other fees		7,882	7,997	7,882	7,997
		34,168	33,718	18,382	18,468
Total fees and charges	2	229,541	207,964	213,755	192,714
2.4 INVESTMENT INCOME					
Interest and distributions from managed funds		19,913	17,424	19,897	17,305
Interest received from subsidiaries		-	-	2,908	3,086
Dividends		2,035	1,169	2,035	1,169
Investment income	2	21,948	18,593	24,840	21,560
Cumulative gain reclassified from equity on disposal of available-for-sale financial assets		-	352	-	352
Profit on sale of available for sale financial assets		1,000	-	637	-
Other investment income	2	1,000	352	637	352
Total investment income		22,948	18,945	25,477	21,912

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
2.5 CONSULTANCY AND CONTRACT RESEARCH					
Consultancy		1,014	3,546	748	567
Contract research		20,300	19,077	20,300	19,077
Total consultancy and contract research	2	21,314	22,623	21,048	19,644
2.6 OTHER REVENUE					
Sales and commercial income		9,500	20,204	7,553	8,829
Donations and bequests		699	1,377	6,181	1,377
Scholarship and prizes		841	638	841	638
Subscriptions		-	6	-	6
Training and conference income		1,245	1,125	1,245	1,125
Gain on disposal of property, plant and equipment		-	-	-	138
Other		12,740	9,407	12,738	9,367
Total other revenue	2	25,025	32,757	28,558	21,480
2.7 EMPLOYEE RELATED EXPENSES					
Academic					
Salaries		202,678	190,251	202,678	190,251
Contributions to superannuation and pension schemes:					
Emerging cost		7,268	6,919	7,268	6,919
Funded contributions		30,863	28,907	30,863	28,907
Non-funded contributions		6	(27)	6	(27)
Payroll tax		11,714	11,214	11,714	11,214
Workers compensation		1,072	1,035	1,072	1,035
Long service leave		2,142	6,753	2,142	6,753
Annual leave		723	678	723	678
Other		8,705	9,156	8,705	9,156
		265,171	254,886	265,171	254,886
Non-academic					
Salaries		189,571	183,953	186,150	173,308
Contributions to superannuation and pension schemes:					
Emerging cost		6,675	6,303	6,675	6,303
Funded contributions		28,320	26,603	28,063	25,625
Non-funded contributions		5	(24)	5	(24)
Payroll tax		11,056	10,889	10,913	10,303
Workers compensation		1,014	974	994	943
Long service leave		1,646	6,454	1,727	6,215
Annual leave		237	566	735	652
Other		10,445	10,136	10,393	10,246
		248,969	245,854	245,655	233,571
Total employee related expenses	2	514,140	500,740	510,826	488,457
2.8 DEPRECIATION AND AMORTISATION					
Depreciation					
Buildings		22,573	20,939	20,216	18,860
Plant and equipment		48,062	43,178	44,055	39,361
Motor vehicles		946	980	946	980
Library holdings		2,433	2,636	2,433	2,636
		74,014	67,733	67,650	61,837
Amortisation					
Leasehold improvements		1,197	1,049	1,191	1,008
Intangible assets		644	489	644	489
		1,841	1,538	1,835	1,497
Total depreciation and amortisation	2	75,855	69,271	69,485	63,334
2.9 REPAIRS AND MAINTENANCE					
Buildings and grounds - refurbishment, maintenance and repairs		43,410	44,475	41,187	42,419
Equipment - maintenance and repairs		2,646	2,796	2,626	2,743
Motor vehicles - maintenance and repairs		229	285	229	283
Total repairs and maintenance	2	46,285	47,556	44,042	45,445

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
2.10 IMPAIRMENT OF ASSETS					
Movement in provision for impaired receivables		605	1,139	603	1,126
Impairment of available for sale financial assets - subsidiaries	6	-	-	3,900	885
Impairment of available for sale financial assets - unlisted equity securities	6	8,858	-	8,858	-
Total impairment of assets	2	9,463	1,139	13,361	2,011
2.11 OTHER EXPENSES					
Advertising, marketing and promotional expenses		14,964	10,802	14,578	10,713
Communication costs		4,182	4,454	4,122	4,195
Consultants and contractors		19,327	10,734	19,044	10,437
Contributions to learning institutions		5,277	5,999	5,277	5,999
Copying, printing, stationery and consumables		9,519	8,858	9,478	8,786
Course materials		217	187	217	187
Direct project costs		1,876	4,422	1,874	4,376
Equipment costs		14,890	14,743	13,344	14,380
Infrastructure payments		9,150	5,545	9,150	5,545
International agents commission		12,667	10,078	12,627	10,078
Library expenses		9,156	8,244	9,156	8,242
Loss on disposed property, plant and equipment		336	386	336	-
Non-capitalised equipment	1(i)	7,549	7,453	7,478	7,343
Operating lease rentals		9,713	9,834	9,805	9,565
Rates and energy costs		7,812	8,538	7,042	7,775
Scholarships, grants and prizes		38,698	36,552	38,692	36,552
Staffing and related costs		22,656	22,626	22,484	21,908
Student expenses		26,792	24,865	26,536	24,663
Other		20,328	17,355	17,071	15,714
Total other expenses	2	235,109	211,675	228,311	206,458
3. CASH AND CASH EQUIVALENTS					
Cash at bank		4,059	2,970	4,059	2,970
Cash on hand		10	19	10	18
Bank deposits - on call		761	183	761	183
Bank term deposits		18,000	20,400	18,000	17,000
	15,23,24	22,830	23,572	22,830	20,171
4. RECEIVABLES					
CURRENT					
Student fees		4,126	12,672	4,126	12,672
Provision for impaired receivables		(1,000)	(1,000)	(1,000)	(1,000)
		3,126	11,672	3,126	11,672
Trade debtors and other debtors		14,199	13,324	14,033	12,786
Provision for impaired receivables		(798)	(966)	(783)	(953)
		13,401	12,358	13,250	11,833
	23,24	16,527	24,030	16,376	23,505
Government grants receivable		4,684	7,170	4,684	7,170
Deferred government contribution for superannuation	16	13,966	13,290	13,966	13,290
Accrued income		6,489	5,997	4,297	3,011
Prepayments		14,901	13,413	16,295	14,787
GST recoverable		4,857	5,805	4,857	5,832
		61,424	69,705	60,475	67,595
NON-CURRENT					
Deferred government contribution for superannuation	16	147,460	152,397	147,460	152,397
Other debtors		1,022	-	1,022	-
	24	148,482	152,397	148,482	152,397
		209,906	222,102	208,597	219,992

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

4. RECEIVABLES (CONTINUED)

As at 31 December 2015, receivables for student fees of \$4,126k (2014: \$12,672k) are shown net of the applicable HECS_HELP for trimester 3 of \$14,850k (2014: \$13,300k). This is a change in accounting estimates from prior periods.

As at 31 December 2015, trade receivables of the Group \$3,752k (2014: \$4,199k) 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:

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
Less than 3 months		1,022	1,904	980	1,878
3 to 6 months		1,909	934	1,901	934
6 to 12 months		799	1,334	795	1,334
Over 12 months		22	27	15	27
		3,752	4,199	3,691	4,173

IMPAIRED RECEIVABLES

As at 31 December 2015, current receivables of the Group with a nominal value of \$1,798k (2014: \$1,966k) were impaired. The amount of the provision was \$1,798k (2014: \$1,966k). 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:

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
Less than 3 months		2	15	2	3
3 to 6 months		8	7	3	2
6 to 12 months		1,011	1,294	1,004	1,294
Over 12 months		777	650	774	650
		1,798	1,966	1,783	1,949

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
MOVEMENTS IN THE PROVISION FOR IMPAIRED RECEIVABLES					
At 1 January		1,966	1,323	1,953	1,323
Provision for impairment recognised during the year		601	1,190	599	1,177
Receivables written off during the year as uncollectible		(769)	(547)	(769)	(547)
At 31 December		1,798	1,966	1,783	1,953

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.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

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:

	Note	CARRYING AMOUNT		FAIR VALUE	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
Deferred government contribution for superannuation		147,460	152,397	147,460	152,397
Other debtors		1,022	-	997	-
		148,482	152,397	148,457	152,397

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 23 for more information on the Financial risk management approach of the Group.

5. INVENTORIES	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
Stock on hand at cost		308	321	308	321
		308	321	308	321

6. OTHER FINANCIAL ASSETS

CURRENT

Financial assets held-to-maturity

Bank term deposit		255,000	221,000	255,000	221,000
	23,24	255,000	221,000	255,000	221,000

NON-CURRENT

Financial assets available for sale

Listed equity securities		4,833	-	4,833	-
Managed funds - fixed interest, Australian listed and global equities		210,353	186,222	210,353	186,222
Unlisted equity securities - at cost		12,683	12,693	12,683	12,693
Impairment for unlisted equity securities		(9,305)	(447)	(9,305)	(447)
Unlisted equity securities - at revaluation		9,198	-	9,198	-
		12,576	12,246	12,576	12,246

Financial assets available for sale

Loan receivables					
Loans to subsidiaries		-	-	47,476	47,476
Loan receivables Subsidiaries		-	-	47,476	47,476
Shares in subsidiaries - at cost	22	-	-	87,336	94,436
Impairment for investments in subsidiaries		-	-	(4,785)	(8,885)
Subsidiaries		-	-	82,551	85,551
	24	227,762	198,468	357,789	331,495
		482,762	419,468	612,789	552,495

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 impairment in the value of the investment, a provision for diminution 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 2.4).

Deakin University and its subsidiaries did not hold any Investment Properties, as defined in AASB 140 Investment property, in the current financial year.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
7. PROPERTY, PLANT AND EQUIPMENT		\$000's	\$000's	\$000's	\$000's
LAND					
At independent valuation 2015	7(a)	167,523	-	166,323	-
At independent valuation 2013		-	159,110	-	159,110
At cost		-	1,150	-	-
		167,523	160,260	166,323	159,110
BUILDINGS					
At independent valuation 2015	7(a)	741,259	-	672,939	-
At independent valuation 2013		-	663,419	-	594,040
At cost		168,889	179,508	142,118	156,968
Accumulated depreciation		(5,526)	(24,073)	(4,377)	(21,517)
		904,622	818,854	810,680	729,491
CONSTRUCTION IN PROGRESS					
Construction in progress		73,567	38,914	73,567	38,914
LEASEHOLD IMPROVEMENTS					
At cost		11,166	11,600	11,166	11,166
Accumulated amortisation		(8,801)	(8,131)	(8,801)	(7,611)
		2,365	3,469	2,365	3,555
PLANT AND EQUIPMENT					
At cost		484,684	452,139	448,137	414,285
Accumulated depreciation		(221,831)	(177,354)	(212,253)	(170,930)
		262,853	274,785	235,884	243,355
MOTOR VEHICLES					
At cost		7,074	7,384	7,074	7,384
Accumulated depreciation		(3,138)	(2,907)	(3,138)	(2,907)
		3,936	4,477	3,936	4,477
LIBRARY HOLDINGS					
At cost		46,108	45,300	46,108	45,300
Accumulated depreciation		(37,339)	(37,192)	(37,339)	(37,192)
Totals		8,769	8,108	8,769	8,108
SPECIAL LIBRARY HOLDINGS					
At independent valuation 2015	7(b)	7,473	-	7,473	-
At independent valuation 2012		-	6,787	-	6,787
		7,473	6,787	7,473	6,787
		16,242	14,895	16,242	14,895
ART COLLECTION					
At independent valuation 2014	7(c)	8,783	8,783	8,783	8,783
At cost		398	48	398	48
		9,181	8,831	9,181	8,831
		1,440,289	1,324,485	1,318,178	1,202,628

7. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- a. The land and buildings were valued by Cunningham Property Consultants (Property Consultants and Valuers) at 31 October 2013. A further review by Cunningham Property Consultants was undertaken as at 31 October 2015 which resulted in a revaluation of land and buildings. 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 collections of the 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*. The Library's special collections 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 collections of the 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 2015

	Balance at beginning of year	Additions	Disposals	Depreciation / Amortisation expense	Transfers	Transfer from (to) Subsidiary Company	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
7. MOVEMENTS IN CARRYING AMOUNTS									
2015									
Consolidated									
Land	160,260	-	-	-	-	-	-	7,263	167,523
Buildings	818,854	10	(255)	(22,573)	30,746	-	-	77,840	904,662
Construction in progress	38,914	85,701	-	-	(51,048)	-	-	-	73,567
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	3,094	-	(2,433)	-	-	-	-	8,769
Special Library holdings	6,787	694	-	-	-	-	-	(8)	7,473
Art collection	8,831	278	-	-	72	-	-	-	9,181
	1,324,485	107,463	(888)	(75,211)	-	-	(655)	85,095	1,440,289
University									
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	85,731	-	-	(51,048)	(30)	-	-	73,567
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	3,094	-	(2,433)	-	-	-	-	8,769
Special Library holdings	6,787	694	-	-	-	-	-	(8)	7,473
Art collection	8,831	278	-	-	72	-	-	-	9,181
	1,202,628	107,411	(886)	(68,841)	-	(30)	-	77,896	1,318,178
	Balance at beginning of year	Additions	Disposals	Depreciation / Amortisation expense	Transfers	Transfer from (to) Subsidiary Company	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
2014									
Consolidated									
Land	159,110	1,150	-	-	-	-	-	-	160,260
Buildings	745,763	1,662	-	(20,939)	92,368	-	-	-	818,854
Construction in progress	129,917	54,338	-	-	(140,288)	(5,053)	-	-	38,914
Leasehold improvements	2,953	1	-	(1,049)	1,564	-	-	-	3,469
Plant and Equipment	259,825	12,180	(276)	(43,178)	46,234	-	-	-	274,785
Motor vehicles	4,941	1,153	(759)	(980)	122	-	-	-	4,477
Library holdings	9,510	1,234	-	(2,636)	-	-	-	-	8,108
Special Library holdings	6,787	-	-	-	-	-	-	-	6,787
Art collection	8,689	277	-	-	-	-	-	(135)	8,831
	1,327,495	71,995	(1,035)	(68,782)	-	(5,053)	-	(135)	1,324,485
University									
Land	159,110	-	-	-	-	-	-	-	159,110
Buildings	745,763	-	(89,780)	(18,860)	92,368	-	-	-	729,491
Construction in progress	129,917	54,338	-	-	(140,288)	(5,053)	-	-	38,914
Leasehold improvements	2,999	-	-	(1,008)	1,564	-	-	-	3,555
Plant and Equipment	259,245	12,099	(34,862)	(39,361)	46,234	-	-	-	243,355
Motor vehicles	4,941	1,153	(759)	(980)	122	-	-	-	4,477
Library holdings	9,510	1,234	-	(2,636)	-	-	-	-	8,108
Special Library holdings	6,787	-	-	-	-	-	-	-	6,787
Art collection	8,689	277	-	-	-	-	-	(135)	8,831
	1,326,961	69,101	(125,401)	(62,845)	-	(5,053)	-	(135)	1,202,628

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
8. INTANGIBLE ASSETS					
Electronic publications		7,237	5,643	7,237	5,643
Accumulated amortisation		(2,093)	(1,449)	(2,093)	(1,449)
		5,144	4,194	5,144	4,194
		Balance at beginning of year	Additions	Amortisation expense	Carrying amount at end of year
		\$000's	\$000's	\$000's	\$000's
MOVEMENTS IN CARRYING AMOUNTS					
2015					
Consolidated					
Electronic publications		4,194	1,594	644	5,144
		4,194	1,594	644	5,144
University					
Electronic publications		4,194	1,594	644	5,144
		4,194	1,594	644	5,144
2014					
Consolidated					
Electronic publications		3,176	1,507	489	4,194
		3,176	1,507	489	4,194
University					
Electronic publications		3,176	1,507	489	4,194
		3,176	1,507	489	4,194
		CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
9. TRADE AND OTHER PAYABLES					
CURRENT					
Creditors and accrued expenses		83,355	73,150	82,731	71,891
Australian Government unspent financial assistance		28,453	28,436	28,453	28,436
Amount owing to Australian Government		267	18	267	18
OS-HELP liability to Australian Government		3,190	934	3,190	934
Income received in advance		87,060	86,559	86,183	83,847
Owing to subsidiaries		-	-	27,872	20,007
	23,24	202,325	189,097	228,696	205,133
		CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's
10. BORROWINGS					
CURRENT					
Secured by mortgage					
Other	23,24	-	9	-	9
		-	9	-	9
Maturity analysis					
6 months or less		-	5	-	5
6 - 12 months		-	4	-	4
		-	9	-	9

Assets pledged as security

A building (under Certificate of Title Volume 9145 Folio 537) was pledged to secure mortgage monies of \$0 (2014: \$9,000) advanced by the Australian Government for the childcare centre at the Warrnambool Campus.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
11. PROVISIONS - EMPLOYEE BENEFITS					
CURRENT					
Current provisions expected to be settled wholly within 12 months at nominal value					
Annual leave		24,512	23,622	24,240	22,957
Long service leave		5,616	3,935	5,536	3,700
		30,128	27,557	29,776	26,657
Provisions for employee benefit on-costs expected to be settled wholly within 12 months at nominal value					
Annual leave		5,478	5,350	5,433	5,200
Long service leave		1,253	897	1,249	843
		6,731	6,247	6,682	6,043
Current provisions expected to be settled wholly after more than 12 months at present value					
Annual leave		1,574	1,619	1,574	1,619
Long service leave		31,445	32,744	31,420	31,890
		33,019	34,363	32,994	33,509
Provisions for employee benefit on-costs expected to be settled wholly after more than 12 months at present value					
Annual leave		354	367	354	367
Long service leave		7,092	7,459	7,088	7,264
		7,446	7,826	7,442	7,631
Current provision for employee benefits		77,324	75,993	76,894	73,840
Deferred employee benefits for superannuation					
- Victorian State Superannuation Fund	16	13,966	13,290	13,966	13,290
		91,290	89,283	90,860	87,130
NON-CURRENT					
Long service leave at present value		12,831	16,280	12,760	15,886
Provisions for employee benefit on-costs at present value		2,898	3,709	2,879	3,619
		15,729	19,989	15,639	19,505
Deferred employee benefits for superannuation					
- Victorian State Superannuation Fund	16	147,460	152,397	147,460	152,397
Unfunded superannuation liability - State Employees Retirement Benefit (SERB)		154	155	154	155
		163,343	172,541	163,253	172,057
		254,633	261,824	254,113	259,187
SUMMARY					
Annual leave		31,918	30,958	31,601	30,143
Long service leave		61,135	65,024	60,932	63,202
Deferred employee benefits for superannuation - Victorian State Superannuation Fund		161,426	165,687	161,426	165,687
Unfunded superannuation liability - State Employees Retirement Benefit (SERB)		154	155	154	155
		254,633	261,824	254,113	259,187

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

11. MOVEMENTS IN PROVISIONS	Note	Annual Leave	Long Service Leave	Deferred employee benefits for superannuation	Unfunded Super - SERB
		\$000's	\$000's	\$000's	\$000's
Consolidated 2015					
Carrying amount at start of year		30,958	65,024	165,687	155
Additional provisions recognised		31,242	5,773	(4,261)	(1)
Amount used		(29,181)	(6,425)	-	-
Increase/(decrease) in respect to discounted amount and discount rate		(386)	(1,749)	-	-
Disposal of subsidiary		(715)	(1,488)	-	-
Carrying amount at end of year		31,918	61,135	161,426	154

University 2015	Note	Annual Leave	Long Service Leave	Deferred employee benefits for superannuation	Unfunded Super - SERB
		\$000's	\$000's	\$000's	\$000's
Carrying amount at start of year		30,143	63,202	165,687	155
Additional provisions recognised		30,212	5,636	(4,261)	(1)
Amount used		(28,754)	(6,381)	-	-
Increase / (decrease) in discounted amount		-	(1,525)	-	-
Carrying amount at end of year		31,601	60,932	161,426	154

CONSOLIDATED		UNIVERSITY	
2015	2014	2015	2014
\$000's	\$000's	\$000's	\$000's
-	-	-	-

12. CURRENT TAX LIABILITIES

Provision of Income tax

Deakin University has two subsidiaries that are not exempt from income tax. These subsidiaries didn't have any tax related balances at year end.

CONSOLIDATED		UNIVERSITY	
2015	2014	2015	2014
\$000's	\$000's	\$000's	\$000's
-	-	-	-

13. RESERVES

Note	CONSOLIDATED		UNIVERSITY	
	2015	2014	2015	2014
	\$000's	\$000's	\$000's	\$000's
Balance at beginning of year	357,355	351,021	357,355	351,021
Asset revaluation surplus				
Increase / (decrease) in asset valuation of non-current assets are:				
Land (valuation date: 31 October 2015)	7,263	-	7,213	-
Buildings (valuation date: 31 October 2015)	77,840	-	70,691	-
Library holdings (valuation date: 20 September 2015)	(8)	-	(8)	-
Art collection (valuation date: October 2014)	-	(135)	-	(135)
Investments - available for sale financial assets (valuation date: 31 December 2015)	8,052	6,251	8,052	6,251
	93,147	6,116	85,948	6,116
Endowment Fund Reserve	484	218	484	218
Balance at end of year	450,986	357,355	443,787	357,355

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.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Balance at beginning of year	Transfer from retained earnings	Increase/ (decrease) on revaluation	Carrying amount at end of year
	\$000's	\$000's	\$000's	\$000's
MOVEMENTS IN CARRYING AMOUNTS				
Consolidated				
Asset Revaluation Surplus				
Land	102,781	-	7,263	110,044
Buildings	210,916	-	77,840	288,756
Library holdings	1,535	-	(8)	1,527
Art collection	1,502	-	-	1,502
Investments - available for sale financial assets	33,763	-	8,052	41,815
Endowment Fund Reserve	6,858	484	-	7,342
	357,355	484	93,147	450,986
University				
Asset Revaluation Surplus				
Land	102,781	-	7,213	109,994
Buildings	210,916	-	70,691	281,607
Library holdings	1,535	-	(8)	1,527
Art collection	1,502	-	-	1,502
Investments - available for sale financial assets	33,763	-	8,052	41,815
Endowment Fund Reserve	6,858	484	-	7,342
	357,355	484	85,948	443,787

	CONSOLIDATED		UNIVERSITY	
	2015	2014	2015	2014
	\$000's	\$000's	\$000's	\$000's
14. RETAINED EARNINGS				
Retained earnings at beginning of year	1,185,857	1,117,903	1,178,117	1,115,011
Net result after income tax for the year	67,922	68,172	63,977	63,324
Transfer to Reserves	(484)	(218)	(484)	(218)
Attribution from non-controlling interest	15	-	-	-
Retained earnings at end of year	1,253,310	1,185,857	1,241,610	1,178,117

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
15. CASH FLOW STATEMENT					
RECONCILIATION OF CASH					
Cash at bank and on hand		4,069	2,989	4,069	2,988
Bank deposits - on call		761	183	761	183
Bank term deposits		18,000	20,400	18,000	17,000
Total Cash and Cash Equivalents	3	22,830	23,572	22,830	20,171
Balance as per Statement of Cash Flows		22,830	23,572	22,830	20,171
RECONCILIATION OF NET RESULT AFTER INCOME TAX TO NET CASH PROVIDED BY OPERATING ACTIVITIES					
Net result after income tax for the year		67,922	68,172	63,977	63,324
Add / (less) non-cash items					
Depreciation and amortisation		75,855	69,271	69,485	63,334
Donations for art works		(143)	(28)	(143)	(28)
Donations for property, plant & equipment		(173)	(9)	(173)	(9)
Work in progress transferred to Income Statement		-	5,053	-	5,053
Loss/(profit) on disposal of property, plant and equipment		336	386	336	(138)
Impairment for other financial assets		8,858	-	8,858	-
Impairment for investments in subsidiaries		-	-	3,900	885
Loss/(profit) on sale of other financial assets		(1,000)	(352)	(637)	(352)
Decrease / (increase) in:					
Current assets					
Trade debtors		6,175	1,319	9,228	543
Government grants receivable		2,486	(4,493)	2,486	(4,493)
Accrued income		(492)	(634)	(1,286)	2,329
Prepayments		(1,766)	(1,579)	(1,508)	(1,268)
GST recoverable		948	(1,743)	975	(1,702)
Inventories		13	(78)	13	(78)
Deferred government contribution for superannuation		(676)	(57)	(676)	(57)
Non-current assets					
Receivables		(1,022)	-	(1,022)	-
Deferred government contribution for superannuation		4,937	4,247	4,937	4,247
Increase / (decrease) in:					
Current liabilities					
Creditors and accrued expenses		13,781	(2,861)	13,360	(3,472)
Income received in advance		4,579	12,157	2,336	12,846
Owing to subsidiaries		-	-	7,895	10,859
Employee benefits		3,197	5,068	3,054	5,111
Deferred employee benefits for superannuation		676	57	676	57
Non-current liabilities					
Employee benefits		(3,922)	3,770	(3,866)	3,803
Deferred employee benefits for superannuation		(4,937)	(4,247)	(4,937)	(4,247)
Unfunded superannuation liability - SERB		(1)	(62)	(1)	(62)
Net cash provided by operating activities		175,631	153,357	177,267	156,485

15. CASH FLOW STATEMENT (CONTINUED)

Entity disposed	CONSOLIDATED		UNIVERSITY	
	2015	2014	2015	2014
During the financial year, University lost control of one subsidiary due to disposal.	\$000's	\$000's	\$000's	\$000's
Details of the disposal are as follows:-				
Consideration				
Received in cash during the current year	1,538	-	1,538	-
Receivable	2,099	-	2,099	-
	3,637	-	3,637	-
Book value of net assets disposed				
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)	-	-	-
	2,637	-	3,000	-
Net assets disposed	2,637	-	3,000	-
Net profit on sale of subsidiary	1,000	-	637	-
Net cash inflow/ (outflow) on disposal				
Proceeds from sale of subsidiary	1,538	-	1,538	-
Less cash and cash equivalents balance disposed	(5,611)	-	-	-
	(4,073)	-	1,538	-

16. 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 2015, the assets of the DBD in aggregate were estimated to be \$1,479 million above vested benefits, after allowing for various reserves. 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 2015, the assets of the DBD in aggregate were estimated to be \$3,377 million above accrued benefits, after allowing for various reserves. 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 Mr Bill Buttler, using the actuarial demographic assumptions outlined in their report on the actuarial investigation of the DBD as at 1 July 2015. The financial assumptions used were:

	Vested benefits	Accrued benefits
Gross of tax investment return - DBD pensions	6.10% p.a.	7.80% 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	5.50% p.a.	7.00% p.a.
Consumer Price Index	2.75% p.a.	2.75% p.a.
Inflationary salary increases long-term	3.75% p.a.	3.75% p.a.

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

Clause 34 was initiated following the 31 December 2008, 30 June 2011, 30 June 2012 and 30 June 2013 actuarial investigations.

Following the end of the monitoring period commenced in relation to the 31 December 2008 actuarial investigation, the UniSuper Limited Board made a decision not to reduce accrued benefits but to reduce the rate at which

benefits accrue in respect of the DBD membership after 1 January 2015. Following the end of the monitoring period commenced in relation to the 30 June 2011 actuarial investigation, the Fund's actuary advised that the Trustee is not required to take any further action under Clause 34 in relation to that monitoring period, and that monitoring period is now ceased.

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 30 June 2015. The methodology for measurement of the net liabilities uses the discount rate of 3.51% based on the government bond rate and assumed salary increases of 4% and pension indexation of 2.5%.

The net liability has reduced by \$4.261 million (2014: reduced by \$4.190 million), or (2.6% (2014: 2.5%)) over the year to 30 June 2015. The main reasons for the change in the net liability are:

- the discount rate decreased from 4.08% as at 30 June 2014 to 3.51% as at 30 June 2015, which has increased the accrued benefit liabilities by \$11.665 million (30 June 2013 to 30 June 2014: \$4.199 million increase), but is partly offset by,
- the change in demographic assumption based on the latest experience review which has decreased the liability by \$5.228 million, and,
- a 2.7% (2014: 2.9%) decrease in membership, which decrease the liability.

If there are no material movements, the 30 June value will be retained as fair value. If there are material movements, the 30 June value will be revalued with the liability based on the material changes to variables.

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 30 June 2015, 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 30 June 2015, amounted to \$161,426,000 (2014: \$165,687,000). Unfunded liabilities are met by the Australian Government.

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
16. SUPERANNUATION (CONTINUED)		\$000's	\$000's	\$000's	\$000's
Amounts receivable from Australian Government					
Receivable within 12 months	4	13,966	13,290	13,966	13,290
Receivable later than 12 months	4	147,460	152,397	147,460	152,397
Total deferred government contribution for superannuation		161,426	165,687	161,426	165,687
Movements in deferred government contribution for superannuation		(4,261)	(4,190)	(4,261)	(4,190)
Unfunded superannuation liability					
Payable within 12 months	11	13,966	13,290	13,966	13,290
Payable later than 12 months	11	147,460	152,397	147,460	152,397
Total deferred employee benefits for superannuation		161,426	165,687	161,426	165,687
Movements in deferred employee benefits for superannuation		(4,261)	(4,190)	(4,261)	(4,190)

	Note	CONSOLIDATED		UNIVERSITY	
		2015	2014	2015	2014
17. COMMITMENTS		\$000's	\$000's	\$000's	\$000's
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		80,968	22,078	80,968	22,078
Later than one year		545	97	545	97
		81,513	22,175	81,513	22,175
Operating leases					
Commitments for minimum lease payments in relation to operating leases are payable as follows:					
Within one year		9,155	7,324	8,315	6,992
Between one and five years		7,927	7,074	7,771	6,853
		17,082	14,398	16,086	13,845

18. CONTINGENCIES

There are no material contingent liabilities and no material contingent assets at balance date (2014: nil).

Bank guarantees totalling \$563,250 (2014: \$885,383) have been issued to third parties primarily in relation to properties.

19. EVENTS OCCURRING AFTER THE BALANCE SHEET DATE

There are no events occurring after the balance date that would materially affect the financial position of the Group (2014: nil)

20. KEY MANAGEMENT PERSONNEL DISCLOSURES

Name of Responsible Persons

University

For the purposes of the Financial Management Act 1994 (Vic), the Victorian Minister for Skills and Training The Hon. Steve Herbert MLC and members of the University Council are the responsible persons of the University.

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 DM Morgan (Chancellor)

Professor JE den Hollander (Vice-Chancellor and President)

Mr P Meehan Mr J Stanhope Ms M Douglas-Crane

Ms K Grigg Professor D Ashbridge Mr S Hamilton

Mr PD Niblett Professor R Rentschler Ms P Kelly

Ms JM Lightowlers Ms J Bonnington Professor Jean du Plessis
(appointed 1 January 2015)

Ms HF Bender Ms G Phillpot Mr S Lasker
(appointed 1 January 2015)

Professor JE den Hollander 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:

Professor JE den Hollander

Mr A Jenkins Mr PD Niblett Mr S Weiss
(appointed 16 February 2015)

Mr S Hann Mr S Hamilton

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

Professor JE den Hollander

Mr KJ Selway Ms K Parker (appointed 22 October 2015).

Mr A Walters (ceased 30 June 2015)

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

20. KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)

RESPONSIBLE PERSONS REMUNERATION

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

Note	CONSOLIDATED		UNIVERSITY	
	2015	2014	2015	2014
	\$000's	\$000's	\$000's	\$000's
Base remuneration	2,026	1,634	1,606	1,200
Bonuses	188	173	140	106
Total remuneration	2,214	1,807	1,746	1,306

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

	CONSOLIDATED		UNIVERSITY	
	2015	2014	2015	2014
Nil to \$9,999	2	8	2	8
\$10,000 to \$19,999	4	1	3	1
\$20,000 to \$29,999	3	6	3	4
\$30,000 to \$39,999	3	1	3	1
\$40,000 to \$49,999	2	1	2	1
\$50,000 to \$59,999	1	-	1	-
\$130,000 to \$139,999	1	1	-	-
\$190,000 to \$199,999	-	1	-	1
\$200,000 to \$209,999	1	-	1	-
\$220,000 to \$229,999	1	-	1	-
\$320,000 to \$329,999	1	1	-	-
\$860,000 to \$869,999	-	1	-	1
\$930,000 to \$939,999	1	-	1	-
	20	21	17	17
Full-time equivalent	19.9	21.0	17.0	17.0

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
	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
Full-time equivalent	14.7	12.1	14.7	12.1

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

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

20. KEY MANAGEMENT PERSONNEL DISCLOSURES (continued)

RESPONSIBLE PERSONS REMUNERATION (CONTINUED)	Total Remuneration		Base Remuneration	
	Consolidated	University	Consolidated	University
	2015	2015	2015	2015
\$10,000 to \$19,999	-	-	1	-
\$50,000 to \$59,999	1	1	1	1
\$90,000 to \$99,999	1	-	-	-
\$130,000 to \$139,999	-	-	1	-
\$190,000 to \$199,999	-	-	1	-
\$210,000 to \$219,999	1	-	-	-
\$220,000 to \$229,999	-	-	1	-
\$250,000 to \$259,999	1	-	-	-
\$260,000 to \$269,999	1	-	-	-
\$280,000 to \$289,999	-	-	1	-
\$300,000 to \$309,999	2	-	1	-
\$320,000 to \$329,999	-	-	1	1
\$330,000 to \$339,999	-	-	1	1
\$340,000 to \$349,999	-	-	2	2
\$350,000 to \$359,999	1	1	1	1
\$360,000 to \$369,999	1	1	1	1
\$370,000 to \$379,999	-	-	2	2
\$380,000 to \$389,999	3	3	2	2
\$400,000 to \$409,999	3	3	1	1
\$410,000 to \$419,999	1	1	-	-
\$420,000 to \$429,999	1	1	1	1
\$430,000 to \$439,999	1	1	-	-
\$480,000 to \$489,999	1	1	-	-
	19	13	19	13
Full-time equivalent	17.9	12.0	17.9	12.0

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	
	2015	2014	2015	2014
	\$000's	\$000's	\$000's	\$000's
Base remuneration	5,373	5,629	4,723	4,479
Bonuses	488	479	429	399
Termination payments	86	197	85	-
Total remuneration	5,947	6,305	5,237	4,878

Other transactions with key management personnel

A member of Council, Professor D. Ashbridge was the Chief Executive Officer of Barwon Health in 2015. Deakin University and Barwon Health conducted collaborative research and health projects and Deakin University students were provided with clinical supervision by Barwon Health on the normal terms and conditions attaching to clinical placements. Barwon Health, St John of God Healthcare and Deakin University supported the St John of God and Barwon Health Chair in Orthopaedic Surgery at Deakin University.

The Vice-Chancellor, Professor J. den Hollander is Deputy Chair of the Geelong Performing Arts Centre Trust. Deakin University sponsored the Geelong Performing Arts Centre Theatre Season in 2015.

A member of Council, Mr S. Lasker was President of the Deakin University Student Association in 2015. The Association received funding from the

University to deliver services to students.

A member of Council, Mr J. Stanhope is Chairman of Australia Post. Deakin University conducted business transactions with Australia Post on normal commercial terms and conditions. Mr Stanhope is also a non-executive director of AGL Energy Limited. Deakin University conducted business transactions with AGL on normal terms and conditions.

A member of

Ex-gratia payments

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

21. 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	
	2015	2014
	\$000's	\$000's
Deakin University	180	175
Subsidiaries	20	34

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

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

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.

22. SUBSIDIARIES

Name of entity	Principal place of business	Principal activity	Ownership interest	
			2015	2014
Callista Software Services Pty Ltd #	Australia	Computer software services	0%	100%
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%	n/a

The financial statements of this subsidiary was audited by the Auditor-General of Victoria

* 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	
		2015	2014	2015	2014	2015	2014
Entity	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Callista Software Services Pty Ltd	(f)	2,504	16,248	7,823	14,329	(5,319)	1,919
Unilink Limited		5,946	5,877	5,946	5,877	-	-
Deakin Residential Services Pty Ltd		25,439	18,929	16,891	16,000	8,548	2,929
Deakin Digital Pty Ltd		-	-	3,349	885	(3,349)	(885)
iHosp Pty Ltd		-	-	23	-	(23)	-
		33,889	41,054	34,032	37,091	(143)	3,963

Statement of Financial Position

(a) Assets

		Current assets		Non-current assets		Total assets	
		2015	2014	2015	2014	2015	2014
Entity	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Callista Software Services Pty Ltd	(a)	-	13,480	-	574	-	14,054
Unilink Limited	(b)	422	456	-	-	422	456
Deakin Residential Services Pty Ltd	(c)	29,337	13,240	114,965	121,446	144,302	134,686
Deakin Digital Pty Ltd	(d)	729	108	-	-	729	108
iHosp Pty Ltd	(e)	79	-	-	-	79	-
		30,567	27,284	114,965	122,020	145,532	149,304

(b) liabilities

		Current liabilities		Non-current liabilities		Total liabilities	
		2015	2014	2015	2014	2015	2014
Entity	Note	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Callista Software Services Pty Ltd		-	5,760	-	338	-	6,098
Unilink Limited		311	268	111	188	422	456
Deakin Residential Services Pty Ltd		2,748	1,731	47,476	47,476	50,224	49,207
Deakin Digital Pty Ltd		245	97	33	11	278	108
iHosp Pty Ltd		2	-	-	-	2	-
		3,306	7,856	47,620	48,013	50,926	55,869

22. SUBSIDIARIES (CONTINUED)

(c) Equity and Borrowings

Entity	Note	Equity		Internal borrowings		External borrowings	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
Callista Software Services Pty Ltd		-	7,956	-	-	-	-
Unilink Limited		-	-	-	-	-	-
Deakin Residential Services Pty Ltd		94,078	85,479	47,476	47,476	-	-
Deakin Digital Pty Ltd		451	-	-	-	-	-
iHosp Pty Ltd		77	-	-	-	-	-
		94,606	93,435	47,476	47,476	-	-

(a) Current assets includes an amount owing by Deakin University of \$0 (2014: \$9,369,088).

(b) Current assets includes an amount owing by Deakin University of \$421,816 (2014: \$456,280).

(c) Current assets includes an amount owing by Deakin University of \$26,987,998 (2014: \$10,078,913).

(d) Current assets includes an amount owing by Deakin University of \$383,463 (2014: \$103,377).

(e) Current assets includes an amount owing by Deakin University of \$79,047 (2014: \$0).

(f) The University sold Callista Software Services Pty Ltd as at 28 February 2015.

The total revenue, expenditure and net profit represented the result for two months ended 28 February 2015.

23. 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 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 other comprehensive income 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.

(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.

FINANCIAL RISK MANAGEMENT 23. (CONTINUED)	Financial instruments	Note	Carrying amount						Interest rate risk						Price risk										
			2015		2014		2015		2014		2015		2014		2015		2014		2015		2014		2015		
			\$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	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	
Consolidated																									
<i>(i) Financial assets</i>																									
	Cash on hand	3	10	19																					
	Cash at bank	3	4,059	2,970	41	30	41	30																	
	Bank deposits	3	18,761	20,583	188	206	188	206																	
	Receivables - Trade Debtors	4	16,527	24,030																					
	Receivables - Other Current	4	25,139	26,457																					
	Receivables - Other Non-Current	4	148,482	152,397																					
	Financial assets held-to-maturity	6	255,000	221,000	2,550	2,210	2,550	2,210																	
	Other financial assets - non-current	6	227,762	198,468																					
	Total financial assets		695,740	645,924	2,779	2,446	2,779	2,446																	
<i>(ii) Financial liabilities</i>																									
	Payables	9	202,325	189,097																					
	Borrowings - Current	10	-	9																					
	Total financial liabilities		202,325	189,106																					
	Total increase / (decrease)		2,779	2,446	2,779	2,446	2,779	2,446																	

(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 summarises the maturity of the Group's financial assets and financial liabilities.

	Note	Floating interest rate		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			
		2015	2014	Less than 1 year	1 to 5 years		over 5 years		2015	2014	2015	2014	2015	2014		
		\$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		
FINANCIAL RISK MANAGEMENT																
23. (CONTINUED)																
Financial instruments																
Consolidated																
(i) Financial assets																
Cash at bank and on hand	3	4,059	2,970						10	19	4,069	2,989			1.80%	2.30%
Bank deposits - at call	3	761	183								761	183			2.00%	2.50%
Bank term deposits	3			18,000		20,400					18,000	20,400			2.65%	3.08%
Receivables - Trade Debtors	4								16,527	24,030	16,527	24,030			-	-
Receivables - Other Current	4								25,139	26,457	25,139	26,457			-	-
Receivables - Other Non-Current	4								148,482	152,397	148,482	152,397			-	-
Financial assets held-to-maturity	6				255,000	221,000					255,000	221,000			2.87%	3.45%
Other financial assets - non-current	6	210,353	186,222						17,409	12,246	227,762	198,468			5.53%	10.15%
Total financial assets		215,173	189,375	273,000	241,400	-	-	-	207,567	215,149	695,740	645,924				
(ii) Financial liabilities																
Payables	9								202,325	189,097	202,325	189,097			-	-
Borrowings - Current	10								-	9	-	9			-	-
Total financial liabilities		-	-	-	-	-	-	-	202,325	189,106	202,325	189,106				

(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.

	2015	2014
	\$000's	\$000's
Unrecognised gains (losses)	-	163

24. 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	
		2015 \$000's	2014 \$000's	2015 \$000's	2014 \$000's
<i>Financial assets</i>					
Cash at bank and on hand	3	4,069	2,989	4,069	2,989
Bank deposits - at call	3	761	183	761	183
Bank term deposits	3	18,000	20,400	18,000	20,400
Receivables - Trade Debtors	4	16,527	24,030	16,527	24,030
Receivables - Other Current (excl. prepayments)	4	25,139	26,457	25,139	26,457
Receivables - Other Non-Current	4	148,482	152,397	148,457	152,397
Other financial assets - current	6	255,000	221,000	255,000	221,000
Other financial assets - non-current	6	227,762	198,468	227,762	198,468
Total financial assets		695,740	645,924	695,715	645,924
<i>Financial liabilities</i>					
Payables	9	202,325	189,097	202,325	189,097
Borrowings - Current	10	-	9	-	9
Total financial liabilities		202,325	189,106	202,325	189,106

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.

<i>Cash and cash equivalents</i>	The carrying amount approximates fair value because of their short term to maturity.
<i>Trade receivables and payables</i>	The carrying value less impairment provision of trade receivables and payables is assumed to approximate their fair value due to their short-term nature.
<i>Non-current receivables</i>	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)).
<i>Other financial assets - current at fair value</i>	For financial instruments traded in organised financial markets, fair value is the current quoted market bid price for an asset.
<i>Other financial assets - non-current</i>	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.
<i>Short-term borrowings</i>	The carrying amount approximates fair value because of its short term to maturity.
<i>Long-term borrowings</i>	The fair value of long-term borrowings is estimated by discounting future payments to net present value, using the discount rates as advised by the Department of Treasury and Finance.

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 collections of Library holdings
- Art collection

24. 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.

(i) Recognised fair value measurements

Fair value measurements recognised in the statement of financial position are categorised into the following levels at 31 December 2015.

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)

Fair value measurements at 31 December 2015

Recurring fair value measurements

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

Fair value measurements at 31 December 2014

Recurring fair value measurements

Consolidated	Note	Total	Level 1	Level 2	Level 3
		\$000's	\$000's	\$000's	\$000's
<i>Financial assets</i>					
Financial assets available for sale	6	186,222	186,222	-	-
Total financial assets		186,222	186,222	-	-
<i>Non-financial assets</i>					
Land	7	160,260	-	1,150	159,110
Buildings	7	818,854	-	153,532	665,322
Library holdings (special collection)	7	6,787	-	6,787	-
Art collection	7	8,831	-	8,831	-
Total non-financial assets		994,732	-	170,300	824,432

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 6 were determined by reference to published price quotations in an active market (level1).

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).

24. FAIR VALUE MEASUREMENTS (CONTINUED)
(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 balance 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, 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
- Discounted cash flow projections based on reliable estimates of future cash flows
- Capitalised income projections based on a property's estimated net market income, and a capitalisation rate derived from an analysis of market evidence All resulting fair value estimates for properties are included in level 3.

(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 2015 and 2014.

Level 3 Fair value measurements 2015	Unlisted equity securities at valuation	Land	Buildings	Total
	\$000's	\$000's	\$000's	\$000's
Opening balance	-	159,110	665,322	824,432
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	-	-	(1,648)	(1,648)
Closing balance	9,198	167,523	741,259	917,980

Level 3 Fair value measurements 2014	Unlisted equity securities at valuation	Land	Buildings	Total
	\$000's	\$000's	\$000's	\$000's
Opening balance	-	159,110	685,411	844,521
Sales	-	-	(1,115)	(1,115)
Recognised in profit or loss	-	-	(18,974)	(18,974)
Closing balance	-	159,110	665,322	824,432

24. FAIR VALUE MEASUREMENTS (CONTINUED)**(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 31/12/15 \$'000	Valuation technique	Significant unobservable inputs	Range of inputs (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
Unlisted equity securities at valuation	9,198	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 discount 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
	9,198				

Description	Fair Value at 31/12/15 \$'000	Valuation technique	Significant unobservable inputs
Land	167,523	Market approach	Community Service Obligation (CSO) adjustment
Buildings	741,259	Depreciated replacement cost	Direct cost per square metre Useful life of specialised buildings
	908,782		

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 2013. A further review was undertaken by Cunningham Property Consultants as at 31 October 2015 which resulted in a revaluation of land and buildings.

University only

25. ACQUITTAL OF AUSTRALIAN GOVERNMENT FINANCIAL ASSISTANCE	Commonwealth Grants Scheme #1						Indigenous Support Program		Partnership and Participation Program #2		Disability Support Program	
	2015	2014	\$000's	2015	2014	\$000's	2015	2014	2015	2014	2015	2014
25.1 EDUCATION - CGS AND OTHER EDUCATION GRANTS	Note	\$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)		274,007	250,234	1,575	1,545	4,904	5,360	397	259			
Net accrual adjustments		(2,069)	(119)	-	-	-	-	-	-			
Revenue for the period	2.1	271,938	250,115	1,575	1,545	4,904	5,360	397	259			
Surplus / (deficit) from the previous year		-	-	-	-	312	497	-	-			
Total revenue including accrual revenue		271,938	250,115	1,575	1,545	5,216	5,857	397	259			
Less expenses including accrual expenses		(271,938)	(250,115)	(1,575)	(1,545)	(5,216)	(5,545)	(397)	(259)			
Surplus / (deficit) for reporting period		-	-	-	-	-	312	-	-			

#1 Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading

#2 Includes Equity Support Program

University only

25.1 EDUCATION - CGS AND OTHER EDUCATION GRANTS (CONTINUED)	Promotion of Excellence in Learning & Teaching in HE		Superannuation Programme		Total	
	2015	2014	2015	2014	2015	2014
25.1 EDUCATION - CGS AND OTHER EDUCATION GRANTS (CONTINUED)	Note	\$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	326	330	13,345	13,515	294,554
Net accrual adjustments		-	-	592	(294)	(1,477)
Revenue for the period	2.1	326	330	13,937	13,221	293,077
Surplus / (deficit) from the previous year		30	-	-	-	342
Total revenue including accrual revenue		356	330	13,937	13,221	293,419
Less expenses including accrual expenses		(281)	(300)	(13,937)	(13,221)	(293,344)
Surplus / (deficit) for reporting period		75	30	-	-	75
						342

University only

	Note	HECS - HELP (Australian Government payments only)						FEE - HELP						SA-HELP						Total					
		2015		2014		2015		2014		2015		2014		2015		2014		2015		2014		2015		2014	
		\$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	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	
25.2 HIGHER EDUCATION LOAN PROGRAMMES																									
Cash payable / (receivable) at beginning of year		1,203	874	(4,042)	(3,917)	315	196	(2,524)	(2,847)																
Financial assistance received in cash during the reporting period	2.1	191,494	180,070	40,968	39,645	3,978	3,450	236,440	223,165																
Cash available for the year		192,697	180,944	36,926	35,728	4,293	3,646	233,916	220,318																
Net accrual adjustments		(1,091)	(1,644)	68	(407)	(315)	-	(1,338)	(2,051)																
Revenue earned	2.1	(190,779)	(178,097)	(41,323)	(39,363)	(3,978)	(3,331)	(236,080)	(220,791)																
Cash payable / (receivable) at end of year		827	1,203	(4,329)	(4,042)	-	315	(3,502)	(2,524)																

University only

	Note	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Indigenous Commonwealth Accommodation Scholarship		Indigenous Commonwealth Education Cost Scholarships		Indigenous Access Scholarships		Total	
		2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
		\$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	4,771	4,546	370	365	30	64	47	193	254	5,398	5,242	
Net accrual adjustments		-	-	-	-	(30)	(98)	-	(94)	-	(222)	-	
Revenue for the period	2.1	4,771	4,546	370	365	30	(34)	47	99	254	5,176	5,242	
Surplus / (deficit) from the previous year		830	1,191	262	248	30	97	108	94	28	1,313	1,575	
Total revenue including accrual revenue		5,601	5,737	632	613	30	63	155	193	282	6,489	6,817	
Less expenses including accrual expenses and amount returned during the year		(4,021)	(4,907)	(234)	(351)	-	(63)	(58)	(193)	(188)	(4,511)	(5,504)	
Surplus / (deficit) for reporting period		1,580	830	398	262	30	-	97	-	94	1,978	1,313	

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

		University only											
		Joint Research Engagement		Joint Research Engagement - Engineering Cadetships		Research Infrastructure Block Grants		Research Training Scheme		Sustainable Research Excellence in Universities		Total	
	Note	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
25.4 EDUCATION RESEARCH													
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	5,169	4,972	-	-	2,898	2,573	11,509	11,199	2,114	1,797	21,690	20,541
Net accrual adjustments		-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2.1	5,169	4,972	-	-	2,898	2,573	11,509	11,199	2,114	1,797	21,690	20,541
Surplus / (deficit) from the previous year		-	-	-	39	-	-	-	-	-	-	-	39
Total revenue including accrual revenue		5,169	4,972	-	39	2,898	2,573	11,509	11,199	2,114	1,797	21,690	20,580
Less expenses including accrual expenses		(5,169)	(4,972)	(39)	(2,898)	(2,573)	(11,509)	(11,199)	(11,199)	(2,114)	(1,797)	(21,690)	(20,580)
Surplus / (deficit) for reporting period		-	-	-	-	-	-	-	-	-	-	-	-

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

		University only					
		Projects #4		Fellowships		Total	
	Note	2015	2014	2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
25.5 AUSTRALIAN RESEARCH COUNCIL GRANTS							
Discovery							
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)		5,867	5,774	2,152	3,052	8,019	8,826
Net accrual adjustments		-	-	-	-	-	-
Revenue for the period		5,867	5,774	2,152	3,052	8,019	8,826
Surplus / (deficit) from the previous year		3,236	2,430	785	953	4,021	3,383
Total revenue including accrual revenue		9,103	8,204	2,937	4,005	12,040	12,209
Less expenses including accrual expenses		(5,528)	(4,968)	(584)	(3,220)	(6,112)	(8,188)
Surplus / (deficit) for reporting period		3,575	3,236	2,353	785	5,928	4,021

#4 includes Discovery Early career Researcher Award.

		University only					
		Infrastructure		Projects		Total	
	Note	2015	2014	2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
25.6 AUSTRALIAN RESEARCH COUNCIL GRANTS (CONTINUED)							
Linkages							
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	510	654	3,003	2,557	3,513	3,211
Net accrual adjustments		-	-	-	-	-	-
Revenue for the period	2.1	510	654	3,003	2,557	3,513	3,211
Surplus / (deficit) from the previous year		654	-	2,488	2,754	3,142	2,754
Total revenue including accrual revenue		1,164	654	5,491	5,311	6,655	5,965
Less expenses including accrual expenses		(1,164)	-	(2,040)	(2,823)	(3,204)	(2,823)
Surplus / (deficit) for reporting period		-	654	3,451	2,488	3,451	3,142

#4 includes Discovery Early career Researcher Award.

		University only							
		Better Universities Renewal Fund		Teaching and Learning Capital Fund		Education Investment Fund		Total	
	Note	2015	2014	2015	2014	2015	2014	2015	2014
		\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
25.7 OTHER CAPITAL FUNDING									
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the Programmes)	2.1	-	-	-	-	2,900	8,900	2,900	8,900
Net accrual adjustments		23	26	(80)	2	-	(4)	(57)	24
Liability for the period #5		23	26	(80)	2	2,900	8,896	2,843	8,924
Balance b/f from the previous year		1,045	1,019	80	78	(3,000)	2,164	(1,875)	3,261
Total liabilities		1,068	1,045	-	80	(100)	11,060	968	12,185
Less expenses including accrual expenses (the same amounts are recognised as revenue)	2.1	(17)	-	-	-	(2,900)	(14,060)	(2,917)	(14,060)
Unspent (overspent) balance at the end of reporting period		1,051	1,045	-	80	(3,000)	(3,000)	(1,949)	(1,875)

Notes to and Forming Part of the Financial Statements for the year ended 31 December 2015

	Note	University only	
		2015	2014
25.8 OS-HELP		\$000's	\$000's
Cash received during the reporting period		8,577	7,364
Cash spent during the reporting period		(6,321)	(6,722)
Net cash received	2.1	2,256	642
Cash surplus / (deficit) from the previous period		934	292
Cash surplus / (deficit) for the reporting period		3,190	934

	Note	University only	
		2015	2014
25.9 STUDENT SERVICES AND AMENITIES FEE		\$000's	\$000's
Unspent / (overspent) revenue from previous period		2,003	1,052
SA-HELP revenue earned		3,978	3,331
Student services fees direct from students		2,435	2,462
Total revenue expendable in period		8,416	6,845
Student services expenses during period		(7,429)	(4,842)
Unspent / (overspent) student services revenue		987	2,003

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

Certification

We, as members of the Council of Deakin University and the Chief Financial Officer, state that in our opinion:

- (a) The attached financial statements and notes thereto present fairly the financial position of the University and the consolidated group as at 31 December 2015, and the financial performance for the year ended 31 December 2015;
- (b) The attached financial statements and notes thereto comply with the Financial Management Act 1994, the applicable Financial Reporting Directions, Australian Accounting Standards, the AASB Interpretations and the requirements of the Department of Education
- (c) At the date of this certification 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; and
- (d) 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 expenditure.
- (e) Deakin 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.

In addition, 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.



John Stanhope
Chancellor

Date: 3 March 2016
Geelong



Jane den Hollander
Vice-Chancellor and President

Date: 3 March 2016
Geelong



Kerrie Parker
Chief Financial Officer

Date: 3 March 2016
Geelong

INDEPENDENT AUDITOR'S REPORT

VAGO

Victorian Auditor-General's Office

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To the Council Members of Deakin University

The Financial Report

I have audited the accompanying financial report for the year ended 31 December 2015 of Deakin University (the University) which comprises the statement of comprehensive income, statement of financial position statement of changes in equity, statement of cash flows, notes comprising a summary of significant accounting policies and other explanatory information, and the Chancellor, Vice-Chancellor and Chief Financial Officer's certification of the University and the consolidated entity. The consolidated entity comprises the University and the entities it controlled at the year's end or from time to time during the financial year.

The Council Member's Responsibility for the Financial Report

The Council Members of Deakin University are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the financial reporting requirements of the Financial Management Act 1994 and the Australian Charities and Not-for-profits Commission Act 2012, and for such internal control as the Council Members determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the Audit Act 1994, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The Auditor-General's independence is established by the Constitution Act 1975. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates have complied with the applicable independence requirements of the Australian Auditing Standards, relevant ethical pronouncements and the Australian Charities and Not-for-profits Commission Act 2012.

I confirm that I have given to the Council Members a written independence declaration, a copy of which is included in the university's report.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

Basis for Qualified Opinion

Deakin University has deferred the recognition of \$27,930,000 (2014: \$27,925,000) as income relating to Australian Government Financial Assistance grants by recognising the grants as Trade and Other Payables in its statement of financial position as at 31 December 2015.

As discussed 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 such time as the services required by the grant are provided. In my opinion, these grants are non-reciprocal in nature and as per the requirements of AASB 1004 Contributions, the income should be recognised in the reporting period in which the associated cash is received. The University's accounting policy is a departure from Australian Accounting Standard AASB 1004 Contributions. 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 reports since that time.

The following adjustments to the financial report are required to recognise grants as income in accordance with Australian Accounting Standard AASB 1004 Contributions:

Financial Report Item	2015 adjustment	2014 adjustment
	\$'000	\$'000
Trade and Other Payables	Reduce by \$27,930	Reduce by \$27,925
Australian Government Financial Assistance income <i>Grant income which should have been recognised in the current reporting period</i>	Increase by \$18,887	Increase by \$18,178
Australian Government Financial Assistance income <i>Grant income which should have been recognised in prior reporting periods</i>	Reduce by \$18,882	Reduce by \$23,470
Impact on the Net Result	Increase by \$5	Reduce by \$5,292
Retained Earnings	Increase by \$27,925	Increase by \$33,217

Qualified Opinion

In my opinion, except for the effect on the financial report of the matters described in the Basis for Qualified Opinion paragraphs, the financial report of Deakin University and the consolidated entity:

- presents fairly, in all material respects, the consolidated entity's financial position as at 31 December 2015 and of its financial performance and cash flows for the year ended on that date in accordance with the Australian Accounting Standards, the financial reporting requirements of the Financial Management Act 1994 and Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, and
- complies with Division 60 of the Australian Charities and Not-for-profits Regulation 2013.



Dr Peter Frost
Acting Auditor-General

MELBOURNE
21 March 2016

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 2015 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 2015, of which this report forms a part, is set out on pages 11-47.

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

No major changes or factors occurred during 2015, 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:

1. Environment Protection and Biodiversity Conservation Act 1999 (Cth)
2. National Greenhouse and Energy Reporting Act 2007 (Cth)
3. Planning and Environment Act 1987 (Vic)
4. Environment Protection Act 1970 (Vic)
5. Water Act 1989 (Vic)
6. 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. For the 2015 year, the premium for this insurance was \$18,000 (excluding GST).

Significant changes in financial position for the year ended 31 December 2015

Income Statement

The University's reported consolidated net result for the year was \$67.9m in 2015, compared to \$68.2m in 2014.

Total income from continuing operations for 2015 was \$948.8m, \$50.2m above 2014, attributable to:

- an increase of \$37.1m in Commonwealth Supported Places – Commonwealth Grant Scheme (CGS) and Higher Education Loan Programme scheme (HELP)
- a decrease of \$11.2m in Education Investment Fund capital funding
- an increase of \$8.0m State Government financial assistance income
- an increase of \$21.1m in course fees and charges across international fee paying onshore international fee paying offshore and domestic fee paying students
- an increase of \$3.4m in investment income
- a decrease of \$10.7m in sales and commercial income

Total expenses from continuing operations for 2015 were \$880.9m, \$50.5m above 2014, attributable to:

- an increase of \$13.4m in employee related expenses
- an increase of \$6.6m in depreciation and amortisation expenses
- an increase of \$8.9m in impairment of investments - unlisted equity securities
- an increase of \$4.2m in advertising, marketing and promotional expenses
- an increase of \$8.5m in consultants and contractors expenses
- an increase of \$3.6m in infrastructure payments
- an increase of \$2.6m in international agents' commissions
- an increase of \$2.1m in scholarships, grants and prizes

When adjusted for major one-off items, the underlying surplus is \$67.0m, comparable to \$54.1m in 2014.

UNDERLYING SURPLUS RECONCILIATION	2015	2014
	\$ m's	\$ m's
Operating net result for the year	67.9	68.2
Major one-off items:		
Capital grants	(9.8)	(14.1)
Impairment of investments	8.9	0
Underlying operating net result for the year	67.0	54.1

The Annual Report was approved by the Deakin University Council at its meeting on 3 March 2015.

Balance Sheet

Total assets have increased by \$167.1 million from 2014 including a decrease in the deferred government contribution for superannuation (Victorian State Superannuation Fund) of \$4.3m.

Cash and other financial assets were \$62.6m higher than in 2014.

A combination of \$107.1m in capital expenditure, less depreciation and disposals totalling \$76.1m, plus a revaluation in land of \$7.3m and a revaluation of buildings of \$77.8m contributed to an increase of \$115.8 in property, plant and equipment.

Total liabilities increased by \$6.0m from 2014, including a decrease in the deferred government contribution for superannuation (Victorian State Superannuation Fund) of \$4.3m.

An increase in creditors and accrued expenses of \$10.2m, an increase in income in advance of \$0.5m, an increase of \$2.3m in the overseas fee HELP liability to Australian Government and a decrease in provisions for employee benefits of \$2.9m.

The Annual Report was approved by the Deakin University Council at its meeting on 3 March 2016.



John Stanhope
Chancellor

Date: 3 March 2016
Geelong

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 2015 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 deferred the income recognition of \$27,930 thousand (2014 \$27,925 thousand) as income relating Australian Government Financial Assistance grants by recognising the grants as Trade and Other Payables in its statement of financial position as at 31 December 2015.

As discussed 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 such time as the services required by the grant are provided. In my opinion, these grants are non-reciprocal in nature and as per the requirements of AASB 1004 Contributions, the income should be recognised in the reporting period in which the associated cash is received. The University's accounting policy is a departure from Australian Accounting Standards 1004 Contributions. 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 reports since that time.

The Australian Accounting Standards Board (AASB) is currently reviewing grant accounting for not-for-profit organisations. However, until this review is completed the current accounting standards apply.

FIVE-YEAR FINANCIAL SUMMARY (CONSOLIDATED)

	2015	2014	2013	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating income					
Commonwealth Government grants	362,896	353,595	320,371	319,425	267,718
HECS-HELP	210,510	197,445	174,830	142,340	122,777
State government grants	14,667	6,707	15,414	9,363	7,400
Other	360,701	340,806	325,906	314,944	309,160
Total operating income	948,774	898,553	836,521	786,072	707,055
Operating expenses	880,852	830,381	757,430	677,617	632,033
Operating result before income tax	67,922	68,172	79,091	108,455	75,022
BALANCE SHEET INFORMATION					
Current assets					
Cash assets	22,830	23,572	56,951	73,238	19,593
Receivables	47,458	56,415	62,586	53,277	56,072
Other financial assets	255,000	221,000	149,400	146,340	217,100
Deferred government contribution for superannuation	13,966	13,290	13,233	12,925	13,408
Other	308	321	243	190	384
	339,562	314,598	282,413	285,970	306,557
Non-current assets					
Other financial assets	227,762	198,468	149,554	118,092	94,452
Property, plant and equipment	1,440,289	1,324,485	1,327,495	1,152,650	1,006,360
Deferred government contribution for superannuation	147,460	152,397	156,644	219,791	177,575
Other	6,166	4,194	3,176	3,341	3,706
	1,821,677	1,679,544	1,636,869	1,493,874	1,282,093
Liabilities					
Payables	202,325	189,097	193,101	167,565	145,702
Borrowings	-	9	19	27	48
Provision for employee entitlements	93,207	96,137	87,361	76,771	68,454
Deferred employee benefits for superannuation	161,426	165,687	169,877	232,716	190,983
Other	-	-	-	-	-
	456,958	450,930	450,358	477,079	405,187
Net assets	1,704,281	1,543,212	1,468,924	1,302,765	1,183,463
Total equity	1,704,281	1,543,212	1,468,924	1,302,765	1,183,463

PAYMENTS TO CONSULTANTS 2015

During the year the University engaged the following consultants:

\$2,783,965	Bridgeworks Innovative Solutions	Working and Leading Together Program
\$2,202,072	Charter Mason	Replacement of student management system
\$1,006,783	Tribal Group	Replacement of student management system
\$484,981	Cubewise	Business Intelligence Project
\$574,585	IBM Australia	Configuration of IBM Watson
\$325,688	Nous Group	Optimising student services and support
\$7,378,074	Total combined cost of six consulting firms costing more than \$100,000	
\$559,085	The combined cost of seven consulting firms costing less than \$100,000	

UNIVERSITY DISCLOSURE INDEX

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page No./s
1	SD 4.2(g)	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.	11-47
2	SD 4.2(h)	Report of Operations is prepared in accordance with Financial Reporting Directions.	47; 68
3	SD 4.2(j)	Report of Operations is signed and dated by Chancellor or equivalent and includes date of Council meeting at which Annual Report was approved.	107
4	SD 4.2(a)	Financial Statements prepared in accordance with: <ul style="list-style-type: none"> • Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements; • Financial Reporting Directions; and • Business Rules 	68; 103
5	SD 4.2(b)	Financial Statements available, including: <ul style="list-style-type: none"> • Balance Sheet and income statement; • Statement of Recognised Income and Expense; • Cash Flow Statement; and • Notes to the financial statements. 	64-102
6	SD 4.2(c) and FMA s 49	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"> • Present fairly the financial transactions during reporting period and the financial position at end of the period; • Were prepared in accordance with Standing Direction 4.2(c) and applicable Financial Reporting Directions; and • Comply with applicable Australian Accounting Standards (AAS and AASB standards) and other mandatory professional reporting requirements. 	68; 103
7	SD 4.2(d)	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"> • \$10,000,000, the amounts shown in the financial statements may be expressed by reference to the nearest \$1,000; and • \$1,000,000,000, the amounts shown in the financial statements may be expressed by reference to the nearest \$100,000. 	71

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page No./s
8	SD 4.2(e)	The financial statements were reviewed and recommended by the Audit Committee or Responsible Body prior to finalisation and submission.	51
9	SD 4.5.5	Attestation on compliance with the Australian/New Zealand Risk Management Standard.	59
10	FRD 03A	Accounting for Dividends	NA
11	FRD 07A	Early Adoption of Authoritative Accounting Pronouncements	71
12	FRD 10	Disclosure Index	109-112
13	FRD 11	Disclosure of Ex-gratia Payments	89
14	FRD 17B	Long service leave and annual leave for employees	70;82-83
15	FRD 21B	Disclosures of Responsible Persons, Executive Officer and Other Personnel (Contractors with significant management responsibilities) in the Financial Report	87-89
16	FRD 22G	<p>Consultants: Report of Operations must include a statement disclosing each of the following</p> <ol style="list-style-type: none"> 1. Total number of consultancies of \$10,000 or more (excluding GST) 2. Location (eg website) of where details of these consultancies over \$10,000 have been made publicly available 3. Total number of consultancies individually valued at less than \$10,000 and the total expenditure for the reporting period <p>AND 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"> • Consultant engaged • Brief summary of project • Total project fees approved (excluding GST) • Expenditure for reporting period (excluding GST) • Any future expenditure committed to the consultant for the project 	108
17	FRD 22G	Manner of establishment and the relevant Minister	49
18	FRD 22G	Purpose, functions, powers and duties linked to a summary of activities, programs and achievements	49; 51
19	FRD 22G	Nature and range of services provided including communities served	11-47
20	FRD 22G	Organisational structure and chart, including responsibilities	56
21	FRD 22G	Names of Council members	52-53

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page No./s
22	FRD 22G	Operational and budgetary objectives, performance against objectives and achievements	11-47
23	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	36-37
24	FRD 22G	Workforce data for current and previous reporting period including a statement on employment and conduct principles and that employees have been correctly classified in the workforce data collections	34-35
25	FRD 22G	Summary of the financial results for the year including previous 4 year comparisons	108
26	FRD 22G	Significant changes in financial position during the year	106
27	FRD 22G	Key initiatives and projects, including significant changes in key initiatives and projects from previous years and expectations for the future	14; 32;40
28	FRD 22G	Major changes or factors affecting performance	106
29	FRD 22G	Discussion and analysis of operating results and financial results	106
30	FRD 22G	Post-balance sheet date events likely to significantly affect subsequent reporting periods	106
31	FRD 22G	Where a university has a workforce inclusion policy, a measurable target and report on the progress towards the target should be included	34
32	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
33	FRD 22G	Summary of application and operation of the Freedom of Information Act 1982	62
34	FRD 22G	Statement of compliance with building and maintenance provisions of the Building Act 1993	61
35	FRD 22G	Statement where applicable on the implementation and compliance with the National Competition Policy	61
36	FRD 22G	Summary of application and operation of the Protected Disclosure Act 2012	62
37	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	36
38	FRD 22Gand 24C	Summary of Environmental Performance including a report on office based environmental impacts	39-40; 106

Item No.	Source	SUMMARY OF REPORTING REQUIREMENT	Page No./s
39	FRD 22G	List of other information available on request from the Accountable Officer, and which must be retained by the Accountable Officer (refer to list at (a) - (l) in the FRD))	62
40	FRD 25B	Victorian Industry Participation Policy in the Report of Operations	NA
41	FRD 26A	Accounting for VicFleet Motor Vehicle Lease Arrangements on or after 1 February 2004	NA
42	FRD 102	Inventories	65; 69; 78
43	FRD 103F	Non-financial physical assets	65; 69; 79-80
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48	FRD 109	Intangible assets	65; 70; 81
49	FRD 110	Cash Flow Statements	67; 85-86
50	FRD 112D	Defined benefit superannuation obligations	86-87
51	FRD 113A	Investments in Subsidiaries, Jointly Controlled Associates and Entities	78; 90-91
52	FRD 119A	Transfers through contributed capital	NA
53	FRD 120I	Accounting and reporting pronouncements applicable to the reporting period	71
54	ETRA, s. 3.2.8	Statement on compulsory non-academic fees, subscriptions and charges payable in 2015	41
55	PAEC	Financial and other information relating to the university's international operations	16; 17; 30; 31;74
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		• If the university has a controlled entity, include the accounts of that entity in the university's Annual Report	60

GLOSSARY

AFFRIC	Australian Future Fibres Research and Innovation Centre	GCEID	Geelong Centre for Emerging Infectious Diseases
AGS	Australian Graduate Survey	GRI	Global Reporting Initiative
AQF	Australian Qualifications Framework	HDR	Higher Degree by Research
ARC	Australian Research Council	HEPP	Higher Education Participation Program
CADET	Centre for Advanced Design in Engineering Training	ICIM	International Centre for Innovative Manufacturing
CeRRF	Centre for Regional and Rural Futures	IFM	Institute for Frontier Materials
CISR	Centre for Intelligent Systems Research	IMCRC	Innovative Manufacturing CRC
CRADLE	Centre for Research in Assessment and Digital Learning	IKE	Institute of Koorie Education
CRC	Cooperative Research Centre	MIBT	Melbourne Institute of Business and Technology
CRE	Centre of Research Excellence	NCP	New Colombo Plan
DEAP	Deakin Engagement and Access Program	NHMRC	National Health and Medical Research Council
DECRA	Discovery Early Career Researcher Award	NRAS	National Rental Affordability Scheme
DIRI	Deakin India Research Institute	OLT	Office of Learning and Teaching
DPO	Deakin Portfolio Office	PASS	Peer Assisted Study
DRS	Deakin Residential Services	SRC	Strategic Research Centre
DUSA	Deakin University Student Association	TAFE	Technical and Further Education
ERA	Excellence in Research for Australia	TNE	Transnational Education
FoR	Field of Research	VAGO	Victorian Auditor-General's Office
		WIL	Work Integrated Learning



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