

ATTACHMENT 1 - LA TROBE UNIVERSITY PLANNING AND REVIEW CYCLE

Expected Outcome/Outputs	Activities	Responsible Officer/s	Committee	Deadline/Month
Annual Report of Council	Annual Accounts – commence preparation	Chief Financial Officer		January
Strategic Plan	Identification of high-level strategic issues to be addressed during current year.	Vice Chancellor	PRC	January
Strategic Plan	PRC Planning Retreat: priority and goal setting	Vice Chancellor	PRC	January
Strategic Plan	Senior Academic Planning Retreat: priority and goal setting	Vice Chancellor	Deans/PVC/HOS/SEG	January
	Completion of high level strategic intent templates (~3-page document), including anticipated capital bids submissions and anticipated strategic initiatives requiring funding	Executive Director (Office of the Vice-Chancellor); Chief Financial Officer; Executive Director, Infrastructure and Operations	PRC / PRC Working Groups	February
Report to Council	Faculties and Divisions Performance Review Reports to include: Outcomes against the Faculty/Division Operational Plan of previous year.	Deans / Division Heads	PRC	February
Report to Council	Academic Board review	Chair, Academic Board	Academic Board	February
Submission to Remuneration Committee for approval	Previous year performance review of Deans/Division Heads	Vice-Chancellor, Senior Executive and Deans	Remuneration Committee	February

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Goal-setting documented	Current year goal setting for Deans/Divisional Heads	Vice-Chancellor, Senior Executive and Deans		February
Annual Report of Council	Annual Report (narrative to accompany financial statements) prepared.	Executive Director (Office of the Vice-Chancellor)	PRC	February
Annual Report of Council	Approve the University's narrative Annual Report for the previous year.	Vice Chancellor	Council	February
Report to Council	Review report on Future Students plan achievements from previous year	DVC (IFS)	PRC	February
Report to PRC and Council	Financial Management Report for previous year	Chief Financial Officer	PRC, FRC	February
Report to Council	Development of Council Indicators Report	Vice-Chancellor		February
Report to Council	Approve strategic plans for addressing the high-level strategic issues (current year).	Vice Chancellor	PRC	February
Strategic Plan	Develop annual revisions to the Strategic Plan	Executive Director (Office of the Vice-Chancellor)	PRC	February

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Report to Council	PRC Planning Retreat: Review High-level strategic issues, planning and resources impacts, University performance against Operational Plan Council Performance Indicators Report, achievements against the Operational Plan targets, progress against the AUQA Implementation Strategy.	Vice-Chancellor/ Executive Director (Office of the Vice Chancellor)	PRC	February
Report to Council	Approve strategic plans for addressing the high-level strategic issues (current year).	Vice Chancellor	PRC	February
Draft Operational Plan for following year	Commence planning for following year's Operational Plan.	Executive Director (Office of the Vice-Chancellor)	PRC	March
Updated Operational Plan for current year	Proposals on current year Operational Plan amendments.	Executive Director (Office of the Vice-Chancellor)		March
Submission to VTAC	Approval of new undergraduate courses proposed for introduction in the next year (for inclusion in the VTAC	DVC	Academic Board	March

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	Guide.)			
	Review report on student evaluation of teaching and units from Semester 2, previous year. (copied to Academic Board)	DVC	PRC, Academic Board	March
Targets adjusted as necessary	Review current year domestic and international enrolment and revenue	DVC (IFS), Chief Financial Officer	PRC	March
	Annual Reports from all Centres/Institutes due, including financials, performance, and future strategy for next 3 years.	DVC-R	RGSC/PRC/Academic Board	March
Completion of Annual Accounts	Annual Accounts – prepared	Chief Financial Officer	Council	March
Completion of Annual Report	Annual Report – prepared	Executive Director (Office of the Vice-Chancellor)	Council	March
Submission to FRC	Adopt annual financial statements from previous year and refer to Council.	Chief Financial Officer	FRC	March

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Submission of Annual Report to Council and to State Government	Approval of University's Annual Report (including Financial Report) for the previous year, to submit to State Government by end March.	Vice Chancellor	Council	March
Documentation of goals for current year	Council Meeting and Planning Retreat: Operational Plan performance indicators report Council Performance Indicators Report Strategic Plan: Previous year's indicators report; AUQA Implementation Strategy achievements report Future Students plan: Report on outcomes from previous year / preliminary indication of current year enrolment and revenue achievements Annual budget outcomes report. High-level issues strategic issues and plan for current year. Consider / Approve amendments to the University's revised Strategic Plan. Report on campus master planning and projected major building projects.	Chancellor, Vice-Chancellor	Council Meeting / Council Planning Retreat	March
LTI marketing strategy for following year	Approve international student tuition fees for following year.	DVC (IFS)	PRC	March
Approved revisions - Operational	Proposals on current year Operational Plan	Executive Director (Office of the	PRC	April

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Plans	amendments.	Vice-Chancellor)		
Outstanding issues addressed, as necessary	Review audit/report from the Office of the Victorian Auditor-General in relation to the University's annual financial statements from previous year.	Chief Financial Officer	CGAC	April
Establishment of cost drivers for following year	Cost Driver Workshop 1 to discuss cost drivers for following year	Chief Financial Officer		April
Report to FRC	Review domestic and international load, including financial projections, following 1st semester census	Chief Financial Officer	PRC	April
Report to Council	Consider internal financial statement for previous year and reports of performance against operational plans (University / Faculties / commercial entities).	Vice-Chancellor	Council	April
Report to FRC	Amend budget in context of Future Students Plan achievements against targets.	Vice-Chancellor/ Chief Financial Officer	PRC	April

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Report to FRC	Review University's internal financial statements for the first quarter, including review of Faculty, Division performance against budget.	Chief Financial Officer	PRC	April
Faculties, Divisions and Campuses begin working on capital submissions	Capital intent and costing submissions from Faculties, Divisions and Campuses (2010) - Call for submissions.	Executive Director (Infrastructure & Operations)/ Chief Financial Officer		April
Faculties, Divisions and Campuses begin working on submissions	Strategic Initiatives costing and submissions from Faculties, Divisions and Campuses (2010) - Call for submissions.	Executive Director (Office of the Vice Chancellor)/ Chief Financial Officer		April
Development of Future Students Plan	Development of the Future Students Plan for the next three years. Set and review key principles, enrolment planning strategy and parameters for the Future Students Plan for the next three years.	DVC (IFS)		April

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Expected Outcome/Outputs	Activities	Responsible Officer/s	Committee	Deadline/Month
Faculties and Business Units are informed and trained	Planning and Review Information Session	Director - Governance, Policy & Planning		May
Risk registers updated as necessary	Report on the status of risk registers including consideration of the University Risk Register.	Director – Risk Management	PRC	May
Updated draft University Operational Plan	Review draft of University Operational Plan for following year.	Executive Director (Office of the Vice-Chancellor)	PRC	May
University research targets (2010-2012) approved	Stage 1- University research targets for each research type	DVC-R	RGSC / PRC	April
University student load/income targets (2010-2012) approved	Stage 1- Student load planning, establishing University targets for CSP Places, Research Training Scheme, International fee paying undergraduate and postgraduate, domestic fee paying postgraduate, fee	DVC(IFS) / DVC -R	PRC	May

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Expected Outcome/Outputs	Activities	Responsible Officer/s	Committee	Deadline/Month
	paying offshore and professional education.			
Faculties implement recommendations approved by Academic Board	Review of the outcomes of the review of Faculty annual course reviews.	DVC/Chair, Academic Board	Curriculum, Learning and Teaching Committee / Academic Board	May
Faculties implement recommendations approved by Academic Board	Review recommendations for changes to Faculty student selection rules.	Chair, Academic Board	Academic Board	May
	Review the Faculties and Divisions Academic and General Staff Plan for next year.	Executive Director (People and Culture)	PRC	May

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Top-down financial outlook (three years).	Top-down target model / financial analysis (three years) (including: Student load/income estimates based on Stage 1 student load planning; Research income estimates based on Stage 1 research targets; Other income estimates based on the latest information; Expenditure estimates based on previous year budget, EBA, inflation etc.	Chief Financial Officer	PRC/FRC	May
Cost Drivers for following year approved	Cost Driver proposal for following year	Chief Financial Officer	PRC	May
Cost Drivers for following year promulgated	Cost driver Workshop 2 to present the approved cost drivers	Chief Financial Officer	University-wide	May
	Proposal: Commonwealth Supported student contribution rates and international tuition fees for offshore courses for following year.	DVC-IFS	PRC	May
	Institution Assessment Framework submission to the Department of Education, Employment and Workplace	Executive Director (Office of the Vice-Chancellor)	PRC	May

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Expected Outcome/Outputs	Activities	Responsible Officer/s	Committee	Deadline/Month
	Relations.			
Faculties and Business Units commence preliminary budget development	Budget Information Session	Chief Financial Officer		
Prioritised capital initiatives (2010)	Capital intent and costing submissions from Faculties, Divisions and Campuses (2010).	Executive Director (Infrastructure & Operations)/ Chief Financial Officer	PRC	June
Prioritised strategic initiatives for following year	Strategic Initiatives costing and submissions from Faculties, Divisions and Campuses for following year.	Executive Director (Office of the Vice Chancellor)/ Chief Financial Officer	PRC	June
Documentation of University compliance	Receive a report on University compliance.	Executive Director (Office of the Vice-Chancellor)	PRC	June
Risk registers updated as necessary	Report on the status of risk registers including consideration of the University Risk Register.	Director – Risk Management	Corporate Governance & Audit Committee	June

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Expected Outcome/Outputs	Activities	Responsible Officer/s	Committee	Deadline/Month
	Report on the status of risk registers including consideration of the University Risk Register.	Director – Risk Management	Council	July
	Review Annual survey of higher degree by research students	DVC - R	RGSC / PRC	June
	Review Faculty responses to student evaluation reports of teaching and units for Semester 2, previous year.	Chair, Academic Board / DVC	Academic Board	June
Submission to FRC/Council	Review report on major building projects.	Executive Director (Infrastructure & Operations)	PRC	June
	Review: Annual Faculty reviews of research training	DVC - R	RGSC / PRC	June
	Review reports on mid-year performance against current year's operational plans from Faculties/Divisions.	Executive Director (Office of the Vice-Chancellor)	PRC	June

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Report to Finance and Resources Committee	Review University internal financial statements for semester 1 and reports of performance.	Chief Financial Officer	PRC	June
	Approve Institution Assessment Framework submission to the Department of Education, Employment and Workplace Relations.	Executive Director (Office of the Vice-Chancellor)	PRC	June
Faculties and Divisions begin working on operational planning templates	Faculties and Divisions receive operational planning templates for following year.	Executive Director (Office of the Vice-Chancellor)	PRC	July
Faculties and Divisions begin working on financial plan templates with training from	Finance Division issues Financial plan templates	Chief Financial Officer	PRC	June
	Review plans and resource implications (operating and capital) for new targets proposed for inclusion in next year's University Operational Plan.	Chief Financial Officer	PRC	July

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	Review recommendations regarding the approval of courses proposed for introduction in the following year for inclusion in the VTAC Bulletin.	Chair, Academic Board / DVC	Academic Board	July
	Review report on the status of risk registers, including the University risk register.	Vice-Chancellor, Director – Risk Management	Corporate Governance & Audit Committee	July
Report to Finance and Resources Committee	Review the University’s internal financial statements for the period ended 30 June, including review of Faculty /Division performance against budget.	Chief Financial Officer, Executive Director Infrastructure & Operations	PRC	July
	Review mid-year report on performance against the Future Students Plan and impact on the next year's Future Students Plan.	DVC-IFS	PRC	July
	Faculty Review (5 Year Cycle) - commences	Director - Governance, Policy & Planning		August
	Administrative Unit (5 Year Cycle) - commences	Director - Governance, Policy & Planning		August

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	Draft Operational Plans due from Faculties/Divisions for the following year, with adjusted three year plan.	Deans/Division Heads; Director Governance Policy and Planning		August
	Review a report on major building projects and campus redevelopment.	Vice-Chancellor	Council	August
	Review a report on the status of risk registers, including the University risk register.	Vice-Chancellor	Council	August
	Review advice regarding the University's compliance with National Governance Protocols.	Vice-Chancellor	Council	August
	Review mid-year report on the University's performance against current year Operational Plan and on Council Performance Indicator update.	Vice-Chancellor	Council	August
	Review report on student academic progress from the previous year.	Chair, Academic Board	Academic Board	August

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Mid-year report to Remuneration Committee	Vice Chancellor: Deans / Divisional Heads / PVC Performance Review Reports for mid year performance review	Vice-Chancellor	Remuneration Committee	August
Mid-year report to Remuneration Committee	DVCs, Deans, PVC and Divisional Heads mid-year performance reviews.	Vice-Chancellor	Remuneration Committee	August
	Review a report on performance against the Future Student Plan targets for the current year.	Vice-Chancellor	Council	August
Student load targets determined at Faculty level	Stage 2- Student load planning, student load targets determined at the Faculty level for each course and fee type	DVC (IFS)		August
Research targets determined at Faculty level	Stage 2- Research Division determines research target by Faculties and Research Centres	DVC-R		August
Return of financial plans	Financial Plans due from Administrative units, Research Centres and Regional campuses	Chief Financial Officer		August

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	Review a status report of risk assessment associated with commercial ventures.	Vice-Chancellor	Council	August
	Review the University's internal financial statements for the most recent period and reports of performance against Operational Plans.	Vice-Chancellor	Council	August
Submission of financial plans	Financial Plans due from Faculties and Commercial areas	Chief Financial Officer		September
	Approve recommendations regarding any course revisions or course accreditations for Semester 1 of following year.	Chair, Academic Board	Academic Board	September
	Final review of Faculty and Divisional Operational Plans for the next three years	Executive Director (Office of the Vice-Chancellor)	PRC	September
	Final review of the University Operational Plan for the next three years.	Executive Director (Office of the Vice-Chancellor)	PRC	September

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	Recommend Operational Plan for following three years.	Executive Director (Office of the Vice-Chancellor)	PRC	September
	Review a report on oversight and management of domestic and offshore standards in teaching, assessment and research.	Chair, Academic Board/ DVC	Academic Board	September
	Review Faculty domestic and international student admission and selection rules for the following two years.	Chair, Academic Board	Academic Board	September
	Review report on Exit Surveys of departing Higher Degree by Research candidates.	Chair, Academic Board / DVC-R	Academic Board	September
Completion of financial plans	Financial Plans consolidated	Chief Financial Officer		September
	Review a report on the management of the University's assets during the year, including the management of key assets in the event of a disaster.	Executive Director (Infrastructure and Operations)	PRC	October
	Review a report on the University's fulfilment of obligations under the La Trobe University Act (1964).	Vice-Chancellor / Chair, Academic Board	Council	October

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	Review report on fulfilment of University academic and student experience obligations to students.	Vice-Chancellor / DVC	Council	October
	Review report on implementation of strategies to strengthen links with key communities, including, international and regional communities.	Vice-Chancellor DVC-IFS / Executive Director (Office of the Vice Chancellor)	Council	October
	Review report on oversight and management of academic standards from Academic Board.	Vice-Chancellor / Chair, Academic Board	Council	October
	Review report on status of University staff culture, staff performance and fulfilment of University obligations to staff, including employment practices and general development.	Vice-Chancellor / Executive Director (People & Culture)	Council	October
Promulgation of Operational Plans	Faculty and Divisional Operational Plans for following year approved.	Vice-Chancellor / Executive Director (Office of the Vice-Chancellor)	PRC	December

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	Review report on steps taken to enhance and protect the University's reputation.	Vice-Chancellor DVC-IFS / Executive Director (Office of the Vice Chancellor)	Council	October
	Review report on student evaluation of teaching units from Semester 1.	Chair, Academic Board / DVC		October
	Review report on status of University staff culture, staff performance and fulfilment of University obligations to staff, including employment practices and general development.	Vice-Chancellor/ Executive Director (People & Culture)	Council	October
	Review the University's internal financial statements for the most recent six months.	Vice-Chancellor/ Chief Financial Officer	Council	October
	Review of Faculty and Division performance against budget.	Chief Financial Officer	FRC/Council	October
University's resource requirements for next triennium are presented and discussed	Budget Forum 2– faculties, commercial areas and administrative units to present financial plans	Chief Financial Officer	PRC	October

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	Review a report on major building projects and campus redevelopment.	Vice-Chancellor	FRC/Council	October
	Review the Internal Audit Plan for the next year	Vice-Chancellor /Director (Risk Management)	Council; Corporate Governance and Audit Committee	October
University Operational Plan in place and promulgated	Approve University Operational Plan for the following three years.	Vice Chancellor /Executive Director (Office of the Vice Chancellor)	Council	November
	Review a report on staff, community and student complaints within the University during the year.	Vice Chancellor /Executive Director (Office of the Vice Chancellor)	Council	November
	Review Faculty responses to student evaluation of teaching and units for Semester 1.	Chair, Academic Board	Academic Board	November
Council approval	Planning and Resources Committee endorses University budget	Chief Financial Officer	PRC	November
Council approval	Finance and Resources Committee endorses University	Chief Financial Officer	FRC	November

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	budget			
	Review a report on outcomes against Future Student Plan targets.	DVC (IFS)	PRC	November
Internal Audit Plan in place	Approve the Internal Audit Plan for next year.	Vice-Chancellor / Director – Risk Management	Council / Audit Committee	November
Council approval – dissemination of advice to Faculties and Budget Units	Council approves University budget	Chancellor	Council	December
Faculty and Divisional Operational Plans in place and promulgated	Faculty and Divisional Operational Plans for following year approved.	Vice-Chancellor/Executive Director (Office of the Vice-Chancellor)	PRC	December
	Review a report setting out the schedule of major capital projects and minor works for the following year.	Vice-Chancellor/ Executive Director (Infrastructure & Operations)	PRC	December