inspiring achievement
Vision

We are a leading international university distinguished by our boldness, vigour and imagination. We are environmentally astute, engaged with the communities we serve and dynamically connected to the wider world.

As the locus of academic activity in the University, the Faculties and their constituent Schools will be key to achieving the vision. By 2014 all Flinders University Schools will be distinguished nationally (and internationally as appropriate) in one or more of the following areas:

- innovation in curriculum and pedagogy;
- high quality/high impact research;
- leadership in responding to social, economic and national needs, policies and opportunities;
- innovative alliances with the community, industry, government or other education providers; and
- concentrations of distinguished scholars who are recognised as leaders in their fields and whose advice is sought by appropriate external agencies, government and industry.

Values

At all levels of the University, we commit to the following values:

- rigorous intellectual enquiry;
- fairness, integrity and respect for others;
- equity and diversity;
- collaboration and teamwork;
- environmental sustainability; and
- respect for and recognition of Indigenous perspectives.

Cover image by: Ashton Claridge, Flinders University
The Chancellor’s Letter of Transmission

His Excellency Rear Admiral Kevin Scarce AC CSC RANR
Governor of South Australia
Government House
Adelaide, South Australia 5000

Your Excellency

I have the honour to present to you the Annual Report of the Council of Flinders University for the period 1 January 2011 to 31 December 2011 in compliance with the Flinders University of South Australia Act 1966, Section 27.

Stephen Gerlach AM
Chancellor

June 2012
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A word from the Chancellor

Flinders University enjoyed academic acclaim and student growth in 2011 in another successful year and I record my appreciation for the hard work and commitment of all concerned.

Organisations in the private and public sectors must undergo periodic review and revitalisation to remain successful and responsive to their stakeholders and Flinders is no exception to this maxim. I am pleased to report that the University has implemented a number of initiatives that leaves it well positioned for further growth and the continued delivery of excellent teaching and research.

In the past year, the University Council – the equivalent to a Board of Directors in the private sector – instituted two significant reviews. The first, into the University’s governance arrangements, produced a timely strengthening of the University's reporting and management procedures. The second, analysis of the role of Council itself, confirmed that while Council was performing well there was scope to more effectively utilise the skills and knowledge of Council members. Among other activities, this initiative will see Council members engaging directly with the University’s alumni network on various projects.

The Council’s expertise has been further enhanced with two recent appointments. Ms Christine Zeitz brings extensive commercial finance and government relations expertise to the Council from her position as Director of Business Development at BAE Systems. Mr Douglas Gautier, Chief Executive Officer of the Adelaide Festival Centre, is someone well versed in the arts, an area in which Flinders’ drama and film production graduates continue to win awards and accolades. Ms Zeitz and Mr Gautier are both graduates from Flinders and it is very heartening to see these talented South Australians bringing the knowledge and experience acquired in very successful careers back to their alma mater. The Hon Dr Diana Laidlaw AM retired from Council in January 2012. I acknowledge her contribution to the work of Council and her support for Flinders over many years.

The University also redefined a number of senior executive roles and successfully attracted very high quality candidates in Mr Shane McGregor and Professor Richard Constantine to fill the positions of Vice-President (Strategic Finance and Resources), and Pro Vice-Chancellor (Information and Communication Technology Services) respectively. In May 2012, the University will welcome Ms Gill Troup from the University of the West of Scotland to take up the role of Vice-President (Strategy and Planning). I would like to take this opportunity to pay tribute to the outstanding contribution of Ms Bronwyn Simondson, who retired in December after 30 years service to the University, most recently in the role of inaugural Vice-President (Strategy and Planning) and Secretary of the Council.

These new senior executives will play key roles in the ongoing implementation of the annual Operational Plans that support the University’s Strategic Plan 2012-2014 Inspiring Flinders Future. The Council is pleased with progress to date and I look forward to delivering a positive report at the half way point of the Strategic Plan in the 2012 Annual Report.

Stephen Gerlach AM
Chancellor
About Flinders

Since it was founded in Adelaide in the 1960s, Flinders University determined to be different and innovative, drawing in staff and students attracted to new ideas. Named after the British navigator Matthew Flinders – the first person to circumnavigate and map Australia – the University has adopted the same pioneering spirit.

Flinders provides a world class education for students and educational opportunities for those from communities with low university participation rates. It has remained strongly committed to South Australia and is closely engaged with the community it serves.

The University is an integral part of the Southern Adelaide community working in partnership with local schools, industry and public groups. At the same time it has expanded its activities in the Northern Territory in partnership with Charles Darwin University.

Offering undergraduate and postgraduate courses in 13 schools across four faculties, the University has over 2,000 staff and more than 20,000 students. It also has on-campus accommodation for more than 500 students.

Flinders was recognised for individual and team awards through the Australian Awards for University Teaching from 2006-2011, and in the past has also won the University Teacher of the Year Award.

The 2011 Shanghai Jiao-Tong University Academic Ranking of World Universities places Flinders equal tenth in Australia, in the top 68 universities in the Asia-Pacific region, and in the top 400 universities in the world.

Flinders has a multidisciplinary approach to research which is grouped under five broad themes: Biomedical & Clinical Sciences; Culture, Policy & Society; Health & Human Behaviour; Molecular Science & Technology and Water & Environment. Within these themes are a number of institutes and national and state centres.

A prominent international profile has resulted in the University attracting over 3,800 onshore and offshore international students from more than 100 countries. Flinders is a member of the International Network of Universities and also a founding member of Innovative Research Universities, a group of seven internationally recognised student-focused, research-intensive universities which share common aims, standards and values.

Flinders has a physical presence in various regions of South Australia, Western Victoria and the Northern Territory which help support educational programs and students, particularly in medicine, nursing and other health professions, tourism, environmental management, archaeology, teacher education, marine science and aquaculture.
The University Council is the governing body of Flinders University and is legislatively charged with the role of approving the mission and strategic direction of the University, as well as the annual budget and business plan.

University Council

Members ex officio

Appointed by Council
Members

Mr Marty Gauvin
BA (Hons), FCA, CTA, CMA

Mr Stephen Jains
BA (Hons), FCPA, CA, CMA, CGA

Dr Bronwyn K Hullick
BA, MEd, MBA (Georgetown), MBA (USA)

Mr Kenny Hegen
BA (Hons), FCPA, CA, CMA

Mr Austin R M Taylor
BEc, FCA, CA, FAIM

Mr Richard Ryan AO

Mr Peggy Lau Flux
BA (Econ), MD, MB, BA (Journalism), MBA (HK), BA (Univesity of Wollongong)

Mr Thomas F Phillips AM
MBA, UNE, FACCD

Mr Richard Ryan AO

Member co-opted and appointed by Council
Members elected by academic staff

Associate Professor
Haydon Manning
BA Flin PhD Flin

Associate Professor
Heather Smigiel
BEd Med (HumResMgmt) Uni SA PhD U/Res

Mr David Banks
Btech (Surv) MBA UniSA CAICD

Mr Ben Jacobs
BHealthSc (Hons) Med, MPhilMgmt Flin

Members elected by professional staff

Mr Imam Mulyadi
BA UNEJ

Ms Peta Page

Ms Michelle Tokgo
(07/12/11)

Members elected by students
Officers of the University

Chancellor
Mr Stephen Gerlach AM, LLB Adel, FAICD

Deputy Chancellors
Ms Leonie J Clyne, BA (Psych) Flin, MAICD
Mr Ian G Yates, AM, BA Flin, MAICD

Vice-Chancellor
Professor Michael Barber, BSc UNSW, PhD Cornell, FAA, ComplEAust, MAICD, FTSE

Deputy Vice-Chancellor (Academic)
Professor Andrew W Parkin, BA (Hons), MA Adel, MA, PhD Harvard

Deputy Vice-Chancellor (International and Communities)
Professor Dean K Forbes, BA (Hons) Flin, MA UPNG, PhD Monash, FASSA

Deputy Vice-Chancellor (Research)
Professor David Day, Dip T, BSc, PhD Adel, MAICD

Pro Vice-Chancellor (Information and Communication Technology Services)
Professor Richard P Constantine, PDM Melb, MBA Monash, MAICD
(from 17 October 2011)

Vice-President (Strategic Finance and Resources)
Mr Shane McGregor, BAcc UniSA MBA SCU, CPA
(from 31 January 2011)

Vice-President (Strategy and Planning)
Ms Bronwyn Simondson, BA WAust, DipLib WAIT

Executive Director of Administration
Mr Stephen P Jones, BSc Qld
(to 28 January 2011)
Council Committees

The Council has established seven standing committees to assist it to discharge its various duties. Two of these Committees are chaired by external members of Council. The standing committees of Council, their Chairs and members are listed below.

The University is most appreciative of the generous contributions made by those members of the wider community who give freely their time and expertise to assist the University in its strategic planning and decision-making.

Council

Chair, Mr Stephen Gerlach AM
Chancellor ex officio

Awards Committee

Chair
Mr Stephen Gerlach, AM
Ms Leonie Clyne
Mr Ian Yates, AM
Internal Members
Prof. Michael Barber
Prof. David Day
Prof. Dean Forbes
Prof. Michael Kidd AM
Prof. Warren Lawrance
Prof. Richard Maltby
Prof. Andrew Parkin
Prof. Phyllis Tharenou

Governance Committee

Chair
Mr Stephen Gerlach, AM
Ms Leonie Clyne
Mr Ian Yates, AM
Dr Bronwyn Halliday
Internal Member
Prof. Michael Barber

Major Capital Projects Committee

Chair
Mr Stephen Gerlach, AM
Mr Ian Yates, AM
Mr Marty Gauvin
Mr Stephen Hains
Ms Leonie Clyne
Internal Members
Prof. Michael Barber
Mr Shane McGregor

Mr Kim Thomas-Frances
(to 31/10/11)
Ms Simone Tur

The Academic Senate also includes 2 undergraduate students, 2 postgraduate students, 1 international student, 3 academic staff members elected from each Faculty and 2 members of the general staff elected by and from the general staff.

Audit & Risk Committee

Chair
Mr Austin Taylor
Mr Allen Bolaffi
Dr Bronwyn Halliday
Ms Elizabeth Moran
Mr Ian Yates, AM

Academic Senate

Chair
Prof. Marika Tiggemann
External Member
Dr Helen Paige
Internal Members
Prof. Michael Barber
Prof. David Day
Prof. Dean Forbes
Mr Stephen Jones
Prof. Michael Kidd AM
Prof. Warren Lawrance
Miss Hannah Macleod
(from 1/11/11)
Mr Ian McBain
Prof. Richard Maltby
Prof. Andrew Parkin
Prof. Phyllis Tharenou
Mr. Kim Thomas-Frances
(to 31/10/11)
Ms Simone Tur

Senior Staff Remuneration Committee

Chair
Mr Stephen Gerlach, AM
Ms Leonie Clyne
Mr Ian Yates, AM
Internal Members
Prof. Michael Barber

Resources Committee

Chair
Mr Ian Yates, AM
Mrs Peggy Lau Flux
Mr Stephen Hains
Dr Roger Sexton AM
Mr John van Ruth
(from 6/10/11)
Internal Members
Prof. Michael Barber
Mr Shane McGregor
### Student and staff numbers

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<td><strong>Student Numbers</strong></td>
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<td>Australian</td>
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<td>14405</td>
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<td>International</td>
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<td>3131</td>
<td>3227</td>
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<td>Onshore</td>
<td>2125</td>
<td>2271</td>
<td>2384</td>
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<tr>
<td>Offshore</td>
<td>1047</td>
<td>860</td>
<td>843</td>
<td>1052</td>
<td>1203</td>
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<td><strong>Total</strong></td>
<td>16247</td>
<td>16619</td>
<td>17632</td>
<td>18835</td>
<td>20187</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female Students</td>
<td>10443</td>
<td>10757</td>
<td>11493</td>
<td>12147</td>
<td>12935</td>
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<td>Male Students</td>
<td>5804</td>
<td>5862</td>
<td>6139</td>
<td>6688</td>
<td>7252</td>
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<tr>
<td><strong>Total</strong></td>
<td>16247</td>
<td>16619</td>
<td>17632</td>
<td>18835</td>
<td>20187</td>
</tr>
<tr>
<td><strong>Staff (FTE)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Academic</td>
<td>667</td>
<td>704</td>
<td>736</td>
<td>747</td>
<td>768</td>
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<tr>
<td>Non-Academic</td>
<td>958</td>
<td>957</td>
<td>1021</td>
<td>1054</td>
<td>1075</td>
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<tr>
<td><strong>Total</strong></td>
<td>1625</td>
<td>1662</td>
<td>1757</td>
<td>1801</td>
<td>1844</td>
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<tr>
<td><strong>Student Staff Ratio</strong></td>
<td>17.04</td>
<td>16.27</td>
<td>17.04</td>
<td>17.4</td>
<td>17.74</td>
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<tr>
<td><strong>Higher Degree Research Enrolments</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Masters Research</td>
<td>107</td>
<td>113</td>
<td>113</td>
<td>114</td>
<td>122</td>
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<tr>
<td>PhD</td>
<td>769</td>
<td>800</td>
<td>785</td>
<td>833</td>
<td>909</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>876</td>
<td>913</td>
<td>898</td>
<td>947</td>
<td>1031</td>
</tr>
</tbody>
</table>

FTE: Full Time Equivalence, Student numbers and load are whole year figures. Staff FTE’s derived from Official Staff Collection Files.

Flinders Student Staff Ratios - Source: Official DEEWR Student & Staff Collections.
## Financial - Key Five Year Figures

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000s</td>
<td>$'000s</td>
<td>$'000s</td>
<td>$'000s</td>
<td>$'000s</td>
</tr>
<tr>
<td><strong>University - Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commonwealth Government Assistance</td>
<td>135,634</td>
<td>168,174</td>
<td>167,192</td>
<td>192,123</td>
<td>198,674</td>
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<tr>
<td>HECS HELP</td>
<td>45,978</td>
<td>48,818</td>
<td>51,933</td>
<td>56,418</td>
<td>60,223</td>
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<tr>
<td>FEE HELP</td>
<td>2,523</td>
<td>3,197</td>
<td>3,145</td>
<td>3,054</td>
<td>3,687</td>
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<tr>
<td>State/Territory and SA Local Governments</td>
<td>9,106</td>
<td>15,078</td>
<td>16,174</td>
<td>16,605</td>
<td>17,920</td>
</tr>
<tr>
<td>Fees and Charges</td>
<td>39,888</td>
<td>41,345</td>
<td>46,005</td>
<td>49,569</td>
<td>55,235</td>
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<tr>
<td>Investment income</td>
<td>14,339</td>
<td>8,131</td>
<td>8,412</td>
<td>10,329</td>
<td>15,600</td>
</tr>
<tr>
<td>Other</td>
<td>22,706</td>
<td>23,325</td>
<td>29,281</td>
<td>46,036</td>
<td>24,968</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>270,174</td>
<td>308,068</td>
<td>322,142</td>
<td>374,134</td>
<td>376,307</td>
</tr>
<tr>
<td><strong>Research Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian Research Council</td>
<td>4,940</td>
<td>5,284</td>
<td>7,649</td>
<td>7,521</td>
<td>8,657</td>
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<tr>
<td>Dept of Innovation, Industry, Science &amp; Research</td>
<td>19,885</td>
<td>19,705</td>
<td>19,314</td>
<td>20,840</td>
<td>21,426</td>
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<tr>
<td>Dept of Education, Employment &amp; Workplace Relations</td>
<td>1,894</td>
<td>2,070</td>
<td>2,451</td>
<td>3,114</td>
<td>3,683</td>
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<tr>
<td>NH&amp;MRC</td>
<td>8,502</td>
<td>9,021</td>
<td>10,659</td>
<td>8,771</td>
<td>8,733</td>
</tr>
<tr>
<td>Other Commonwealth Research</td>
<td>11,740</td>
<td>12,335</td>
<td>12,809</td>
<td>19,511</td>
<td>18,538</td>
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<tr>
<td>SA Government</td>
<td>6,769</td>
<td>6,459</td>
<td>7,157</td>
<td>7,343</td>
<td>8,278</td>
</tr>
<tr>
<td>Industry and Other</td>
<td>11,490</td>
<td>10,811</td>
<td>11,412</td>
<td>10,433</td>
<td>11,744</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>65,220</td>
<td>65,685</td>
<td>71,451</td>
<td>77,533</td>
<td>81,059</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>370,176</td>
<td>409,691</td>
<td>441,516</td>
<td>514,042</td>
<td>553,972</td>
</tr>
</tbody>
</table>
The success of our students and staff define the success of Flinders University and the past year has witnessed substantial achievements on both fronts. This recognition by our peers and professional bodies has taken place against a backdrop of continued investment in staff and facilities which positions Flinders for further growth in a challenging period ahead.

Talented people are the best asset of any organisation. In 2011 Flinders made significant additions to the intellectual capital of the University with the implementation of our Strategic Professorship program. Designed to further strengthen our research and teaching resources, the Strategic Professorship program saw six remarkable scholars join our ranks with expertise in cancer research, psychology, medical education and mathematics. A similar number with specialities in biomechanical engineering, hydrology-hydrogeology, eye and vision, coastal environments, creative arts and law will join Flinders in 2012.

It is no accident that Flinders has identified these fields for further investment. They align with particular strengths of the University and are areas of expertise in which Flinders is already known nationally and internationally. The talented men and women we are attracting to Flinders will not only deepen our research capability in this diverse range of disciplines and embolden our teaching but also become the academic leadership of the University for the next decade and beyond.

As we add more intellectual capital to Flinders’ resources, we are also further refining roles at the University to achieve the best possible outcomes for our students and staff. The first group of academic staff opting for education focused roles was identified in 2010. These talented and committed educators will further advance the quality of teaching and learning at Flinders through their focus on innovative pedagogies, enhanced curricula, high quality clinical training, leadership in educational reform and furthering the scholarship of teaching.

These initiatives support a number of our Strategic Plan goals including ‘enhancing educational opportunities’, ‘enhancing the student experience’, ‘valuing quality in teaching’ and ‘valuing our people’. While we are currently in the transition phase towards many of the goals detailed in the Strategic Plan document, **Inspiring Flinders Future**, I am very pleased to see a ‘change culture’ starting to emerge as people appreciate the benefits that will flow from these necessary and timely developments.

The continued expansion of Flinders teaching activities beyond our Bedford Park campus was underscored in 2011 with the opening by Prime Minister Julia Gillard of the new Northern Territory Medical Program (NTMP) facilities on Charles Darwin University’s campus in Darwin. The NTMP is an important teaching initiative for Flinders and I was delighted to hear the NT Chief Minister, Paul Henderson, describe the ability to train doctors without the need for students to leave the Territory as “one of the most important achievements of 2011”.

Looking ahead, Flinders sees great opportunities for an education hub at the Tonsley Park site and, subject to appropriate resourcing, would consider a significant investment in the capacity required to accommodate anticipated growth in higher education over the next 20 to 30 years. Flinders’ infrastructure development also aligns with the State Government’s vision to build capacity and grow the economic base of the southern Adelaide region.

As the world grapples with ongoing economic uncertainty and universities enter a reformed higher education sector, I believe the commitment and expertise of our staff and the enhanced facilities we now enjoy leave Flinders well-placed to meet the challenges ahead with confidence. As the year drew to a close, we were well positioned for the further evolution of the higher education sector with the removal of caps on student numbers and new funding arrangements. I am pleased to report that our first-year undergraduate enrolments in 2012 increased by 10% in the first semester. This augurs well for Flinders’ future.

**Professor Michael N Barber**

FAA FTSE Vice-Chancellor and President
The Key Strategies

The Strategic Plan 2010-2014 has nine key strategies:

1. **Building Supportive Communities**
   By being outwardly engaged, with strong links to our stakeholders and serving the communities in which we operate

2. **Enhancing Educational Opportunities**
   Through innovative and flexible entry pathways, a relevant and dynamic course profile, and improving the retention and progression of students

3. **Enhancing the Student Experience**
   By showing respect for their views and care for their welfare, by providing effective support services, and by maintaining a lively campus culture

4. **Valuing Quality in Teaching**
   As an unwavering commitment and a defining characteristic of Flinders

5. **Focusing Research**
   On those who are research active or have the potential to be, and on high quality, targeted and collaborative research and research training that makes a difference

6. **Strengthening Internationalisation**
   By expanding opportunities and benefits for students, staff, and our communities to engage in the global society

7. **Valuing Our People**
   By supporting and encouraging all staff to achieve the highest level of performance, deliver our vision and adapt to the changes required

8. **Committing to Environmental Excellence**
   By becoming internationally recognised for innovative research and teaching and by reducing the environmental impact of our activities

9. **Improving Our Financial Capacity**
   By ensuring that our available resources are increased and used in the most effective and efficient ways