Vision

Flinders is the University that engages.

Purpose

We aim to transform the lives of individuals and communities, and find ethical and innovative solutions to make a positive difference to society's most challenging problems.

Our attention on South Australia and the Northern Territory has the explicit objective of encouraging the sustainable economic, social and cultural development of the 'central corridor' of Australia and expanding its connection to Asia and the wider world.

We commit to:

- High quality teaching
- Internationally respected and high-impact research
- Rigorous intellectual enquiry
- The promotion of fairness, integrity, equity, social justice, ethics, diversity and cross-cultural understanding and respect, with a special recognition of Australian Indigenous cultures
- Environmental sustainability
- Individual responsibility and achievement complementing collaboration and teamwork.

Contents

1. A Word from the Chancellor
2. Vice-Chancellor’s Review
4. About Flinders
6. University Council
9. Officers of the University
10. Key Statistics
12. Teaching and Learning
16. Research and Innovation
20. Community Engagement
24. International
28. People
32. Faculties
33. Schools
38. Geographical Footprint
40. Major Research Centres & Institutes
42. Governance & Risk Management
44. The Chancellor’s Letter of Transmission
46. Financial Statements
52. Council Member Attendance
A word from the Chancellor

The University’s continued success in 2012 can again be measured by another increase in student enrolments, stronger teaching and research outcomes, and a growing engagement with our communities, both in Australia and overseas.

Underpinning this success is the strategic planning and good governance instituted by the University Council, senior executive and Flinders’ academic and professional staff. The review and refresh of the University’s 2010-2014 Strategic Plan during the year has produced a strong foundation for continuing growth and development. I believe the revised document, Flinders Future Focus: Strategic Plan 2012-2016, captures well the University’s aspirations in just three words – Differentiate, Focus, Intensify. It then encapsulates the University’s nine strategic priorities into five coherent themes – Flinders is ‘socially responsible, student centred, distinctive in research, globally connected, and sustainable and rewarding’. As these criteria are embraced and achieved by the Flinders community, they will contribute to the development of a very distinctive, and attractive, character for this University. Collaboration and innovation will continue to play a key role in the achievement of its goals.

As foreshadowed in my 2011 report, we have made real progress on key actions in the Strategic Plan including appointments under the Strategic Professorship Program, introduction of education-focused positions, reform of IT services, rebirth of engineering, planning for the development of Tonsley, engagement with the South Australian Health and Medical Research Institute, and Flinders partnership with Charles Darwin University.

The review of University Council to which I referred in the 2011 Annual Report contributed again to the strengthening of the University’s institutional foundations and governance. Drawing on that review, Council formed in 2012 a Strategic Resources Committee to advise Council on the adequacy of the University’s resources to deliver on its strategic objectives and priorities and the risks and opportunities associated with major new initiatives that have strategic or resource implications. In a similar vein, the Finance and Investment Committee has a particular focus on matters concerning the overall financial performance and management of the University with the goal of improving the University’s strategic financial capacity to deliver on its Strategic Plan.

The membership of the Council brings a diverse range of skills and experience to the University and the governance initiatives I have described will be complemented by a greater engagement by Council in the strategic direction of the University. This will include consideration of academic decision-making processes and the framework in which enterprise risk, in its broadest context, is assessed. In 2012 a Council strategic planning forum focused on the issue of innovation across the University and explored the extent to which our administrative and managerial processes support innovation in teaching and learning, including through online courses. This analysis included considering the capabilities and skill sets of staff that are available to support the innovation required for successful teaching and learning in the future.

Taken together, these initiatives will see the University moving seamlessly forward in the challenging environment that lies ahead. Flinders University has shown that it can compete effectively in the deregulated higher education environment, success which is due in no small part to the commitment and expertise of its staff across the Bedford Park campus, the Northern Territory and regional centres in South Australia and Victoria. I would like to record my appreciation for the fine work carried out by the Flinders family. I would like to particularly acknowledge the invaluable contribution made by retiring Council members and those who completed their terms viz Professor Marika Tiggemann, the Hon Dr Diana Laidlaw, Mr David Banks, Mr Ben Jacobs, Associate Professor Haydon Manning, Mr Minh Nguyen, and Professor Heather Smigiel.

Stephen Gerlach AM FAICD
Chancellor
Vice-Chancellor’s Review

Flinders’ achievements in 2012 and the successful implementation of the Strategic Plan are a testament to our people—staff, students and alumni—because individuals are the cornerstone of our business. They contribute to the greater good by making the research breakthroughs that improve the health and welfare of communities and by contributing ideas to the policy debates that ultimately craft the economic and social fabric of our society. Flinders boosted its intellectual capital in 2012 with ongoing appointments under our Strategic Professorship Program. Five highly talented and esteemed scholars—with expertise in biomedical engineering, ophthalmology, hydrology, creative arts, and criminology—joined the University from overseas and from within Australia, taking the total number of Strategic Professors to 11 by the end of 2012. The University also recognised 14 exceptional members of staff from within its existing ranks for their teaching, research and leadership with the inaugural awards of the Matthew Flinders Distinguished Professorships.

The high standing of Flinders staff was also recognised with a number of external awards, with the most prestigious going to Professor Karen Reynolds who was recognised as South Australian Scientist of the Year. This highest accolade capped earlier recognition for Professor Reynolds, Director of the Medical Device Research Institute, including being named in the Top 100 Most Influential Engineers in Australia. Three researchers, Associate Professor Peter Catcheside, Professor Mark Halsey and Dr Anna Ziersch received Future Fellowships from the Australian Research Council, securing $2.18 million to fund their research over the next five years.

Flinders staff were also recognised for first class teaching, receiving six Citations for Outstanding Contributions to Student Learning from the Australian Government Office for Learning and Teaching (formerly ALTC). The Citations went to Associate Professor Marinella Marmo (Law School), Dr Peter Speck (School of Biological Sciences), Associate Professor Eileen Willis (School of Medicine), Professor Don DeBats (School of International Studies), Associate Professor Gour Dasvarma and Dr Udoy Saikia (School of the Environment) and the Yunggorendi First Nations Centre for Higher Education and Research.

Our students were again amongst our high achievers. One example, amongst others, saw a computer game, developed by Computer Science, Engineering and Mathematics students to help children with cerebral palsy, receiving an iAward, a coveted prize awarded by the ICT industry to recognise innovation. The Tertiary Student Project category was won...
by Matthew Kuckhahn, Jingyu Liu, Yao Dai, Yongqun Yu and Yun Chen for the design and development of their Sunday Driver game - a ‘serious game’ which entertains and engages children with cerebral palsy who can play it as part of a novel therapy program.

While such recognition is valued and appreciated, I am also inspired by the actions of people who are often not in the public eye but draw on their courage, empathy, and selflessness to achieve quite extraordinary outcomes. For example, a Flinders medical graduate, Dr Michelle Harris, while working in a war zone in Sudan, established that a woman who had just given birth required an urgent blood transfusion. Upon investigation, Michelle realised that the only person with a matching blood group, a rare one in Africa, was herself. So she proceeded to lie down on the bed and have her own blood transferred to help save the woman’s life. The Dean of the School of Medicine, Professor Paul Worley, describes Michelle’s actions as showing ‘Head, Hand and Heart Knowledge: Head - knew what to do, Hand - knew how to do it, Heart - knowledge to be prepared to do it’.

After completing his PhD at Flinders in 1997, Dr Daniel Sparringa was involved in a strategic network that promoted democracy with non-violent means in Indonesia and was particularly active in bridging groups from different political and ideological backgrounds. Dr Sparringa assumed the role of mediator in several conflict areas in Indonesia like Aceh, Ambon and Poso and, since 2009, has been working for the Government of Indonesia as Senior Presidential Advisor in Public and Political Communication.

Another Flinders graduate, Dr Thanuja Ranatunga, was one of five Australian doctors who volunteered to fly to Sri Lanka two days after the December 2004 tsunami, treating injuries, illness and disease in refugee camps along the western and southern coasts of the devastated island. Returning to Australia several months later, Dr Ranatunga joined the other doctors in founding the Australia Sri Lanka Medical Aid Team which has since delivered more than $8 million in equipment and provided medication to thousands of under privileged people. Dr Ranatunga continues to visit Sri Lanka once or twice a year spending between three and six months on each visit providing medical assistance in remote regions.

These examples, a handful of the many from which one could choose, display an individual strength of character that is to be admired and respected. In a digital world where these values risk being subsumed by the impersonal tone of technology, I believe at Flinders we strive to nourish and support this very positive manifestation of the human spirit.

Professor Michael N Barber FAA FTSE FAICD
Vice-Chancellor and President

The Key Strategies

The Strategic Plan 2012-2016 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, progression and achievement of our students

3. **Enhancing The Student Experience**
   By showing respect for their views and care for their welfare, by providing effective support services, and 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 and early career researchers, 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 by reducing the environmental impact of our activities

9. **Improving Our Capacity To Deliver**
   By ensuring that our available resources are increased and used in the most effective and efficient ways
Flinders University was founded in 1966 with a vision to ‘experiment and experiment bravely’. This pioneering spirit has defined the University’s approach to innovative teaching and learning and created a research ethos which embraces collaboration for the benefit of the community, locally, nationally and internationally.

A vibrant and friendly university, Flinders is dedicated to rigorous intellectual enquiry and high quality teaching in a diverse, respectful and cross-cultural environment.

The University’s achievements are recognised internationally with Flinders ranked as one of the world’s top 400 universities in the Shanghai Jiao Tong Academic Ranking of World Universities (2012). Flinders was ranked at 36 in the QS World University Rankings (2012/2013) for universities that are 50 years or younger.

A key indicator of a university’s commitment to student learning is its staff to student ratio — and Flinders received a five star rating in the Good Universities Guide 2012. The University also achieved high ratings for academic services, life/student support and electronic support.

Flinders attracted over 21,000 students in 2012 including more than 3,800 international students representing 96 nationalities. These students are physically located at our Bedford Park campus and in various regions of South Australia, Western Victoria and the Northern Territory — supporting education programs particularly in medicine, nursing and other health professions, tourism, environmental management, archaeology, teacher education and marine sciences.

Flinders University’s teaching strength was also acknowledged in 2012 with six citations from the Australian Government’s Office of Learning and Teaching for Outstanding Contributions to Student Learning. The winners included the University’s internationally recognised Washington Internship Program which gives students the opportunity to work at the heart of political power in the United States Congress.

The University’s proud history as a leading research and education institution is underpinned by strategic partnerships at the national and international level.

Some notable collaborations in 2012 included:
- An intensive 10-week course in digital specific effects with Rising Sun Pictures, a leading international visual effects company.
- A rare on-campus sitting of the Supreme Court during which Justice Tom Gray considered a challenge to compulsory voting at elections.
- Strengthened links in Malaysia where the first students graduated from the joint Flinders-HELP University psychology degree delivered in Kuala Lumpur.
- The graduation of a record 407 students who completed Flinders degrees at universities in Hong Kong and China.
- The launch of the LOGOS Australian Centre for Hellenic Language and Culture funded by the South Australian and Greek governments.

Flinders is committed to the success of its students. Through connections with industry at a local, national and international level, the University equips them with the knowledge and skills that are sought by employers.

This is demonstrated by its single largest investment in new infrastructure since the inception of the Bedford Park campus, with a $120 million commitment to the Tonsley Park redevelopment. A state-of-the-art building to house the School of Computer Science, Engineering and Mathematics will be the centrepiece of teaching, research and business investment activities aligned with the high-value manufacturing vision for the site.

As the new home for the University’s Medical Device Partnering Program and the Centre for NanoScale Science and Technology, and being co-located with TAFE, the Tonsley project will enable the University to further develop some of its key strengths in collaboration with education and industry partners. Up to 2000 students and 150 staff are expected to move into the new building in early 2015.

Flinders University continues the proud tradition of innovation, remembering the vision of founding Vice-Chancellor Peter Karmel to “experiment and experiment bravely”.

About Flinders
University Council

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.

Members ex officio

Mr Stephen Gerlach AM, Chancellor
LLB Adel, FAA

Ms Leonie J Clyne, Deputy Chancellor
BA (Psych) Flin, MAICD

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

Professor Marika Tiggemann, Presiding Member of Academic Senate
BA, PhD Adel
(to 30/6/12)

Mr Ian Yates AM, Deputy Chancellor
BA Flin, MAICD

Council Committees

The Council has established six standing committees to assist it to discharge its various duties. Five of these Committees are chaired by external members of Council.

The University is most appreciative of the generous contributions made by those members who assist the University in its strategic planning and decision-making.

Appointed by Council

Ms Leonie J Clyne,
Deputy Chancellor
BA (Psych) Flin, MAICD

Mr Ian Yates AM,
Deputy Chancellor
BA Flin, MAICD

Prof Marika Tiggemann,
Presiding Member of Academic Senate
BA, PhD Adel
(to 30/6/12)

Ms Leonie J Clyne,
Deputy Chancellor
BA (Psych) Flin, MAICD

Mr Ian Yates AM,
Deputy Chancellor
BA Flin, MAICD

Prof Marika Tiggemann,
Presiding Member of Academic Senate
BA, PhD Adel
(to 30/6/12)
Members

Mr Marty Gauvin

Mr Stephen Hains
BA (Hons) Flin, MPhil Edin, Diploma LG Admin, FAICD

Dr Bronwyn K Halliday
BA, MEd Adel, MBA Georgetown, DBA UniSA, FAICD

The Hon Dr Diana V Laidlaw AM
BA Flin, DUniv Flin
(to 29/1/12)

Ms Peggy Lau Flux
BA (Econ) WOnt, MBA HK, BA (Journalism) UniSA

Mr Thomas R Phillips AM
MBA UNE, FAICD

Mr Austin R M Taylor
BEC Adel, FCA, FAICD, MAICM

Mr Douglas Gautier
BA (Hons) Flin
(from 19/4/12)

Ms Christine Zeitz
BEC(Acc) Flin, Cert Business UniSA, GAICD (from 13/3/12)
Members elected by academic staff

Associate Professor Haydon Manning
BA Flin, PhD Flin

Member co-opted and appointed by Council

Mr Richard Ryan AO

Professor Heather Smigiel
BEd, MEd (HumResMgmt)
Uni SA, PhD UTas

Members elected by professional staff

Mr David Banks
BTech (Surv), MBA UniSA, GAICD

Mr Ben Jacobs
BHealthSc (Hons) Adel, MPubMgmt Flin

Members elected by students

Ms Anna Guthleben
BSc (Juris), LLB (Hons), Adel, GradDipLegalPrac, ANU, MSPPM, Carnegie Mellon

Mr Mochamad Ali Hanafiah
BCompEng, Gunadarma, MSITs, Waseda

Mr Minh Nguyen
BPharm UniSA
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, FTSE, FAICD

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 Services) and Chief Information Officer
Professor Richard P Constantine, PDM Melb, MBA Monash, MAICD

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

Vice-President (Strategy and Planning)
Ms Gill Troup BA, Edin, MA, Aberd, MSc, Edin, MBA, GCU, FCMI (from 21/5/12)
## Student and staff numbers

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<th>2011</th>
<th>2012</th>
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<td>1284</td>
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<td>17632</td>
<td>18835</td>
<td>20165</td>
<td>21813</td>
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<td><strong>Gender</strong></td>
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<td>6139</td>
<td>6688</td>
<td>7247</td>
<td>7843</td>
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<tr>
<td><strong>Total</strong></td>
<td>16619</td>
<td>17632</td>
<td>18835</td>
<td>20165</td>
<td>21813</td>
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<tr>
<td><strong>Staff (FTE)</strong></td>
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<td>736</td>
<td>747</td>
<td>769</td>
<td>833</td>
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<td>Non-Academic</td>
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<td>1054</td>
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<td>1757</td>
<td>1801</td>
<td>1844</td>
<td>1921</td>
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<td><strong>Student Staff Ratio</strong></td>
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<td>17.0</td>
<td>17.4</td>
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<td><strong>Higher Degree Research Enrolments</strong></td>
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<td>114</td>
<td>122</td>
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<td>PhD</td>
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<td>785</td>
<td>833</td>
<td>909</td>
<td>915</td>
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<td><strong>Total</strong></td>
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<td>898</td>
<td>947</td>
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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

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<td>SSAF HELP</td>
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<td>8,412</td>
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<td>Other</td>
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<td>29,281</td>
<td>46,036</td>
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<td>320,695</td>
<td>374,588</td>
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<td>Australian Research Council</td>
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<td>7,521</td>
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<td>NH&amp;MRC</td>
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<td>63,825</td>
<td>70,685</td>
<td>76,365</td>
<td>79,563</td>
<td>79,897</td>
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| Net Assets              | 409,691| 441,516| 514,042| 554,872| 587,137|