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Appendix: Council Member Attendance
Vision

Flinders University is 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.
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 2010 to 31 December 2010 in compliance with the Flinders University of South Australia Act 1966, Section 27.

Yours faithfully

[Signature]

Stephen Gerlach AM
Chancellor

20 May 2011
This is an important time in the life of Flinders University. Like all universities in Australia, it faces a number of future challenges arising from an increasingly competitive higher education sector.

The University is well positioned to meet these challenges. It was founded on a tradition of innovation and that spirit underpins the Strategic Plan 2010-2014. The Plan outlines a clear agenda for the future and commits the University to significant growth over this period.

Implementing the Plan will require bold leadership and in this the University is well served by its Vice-Chancellor, Professor Michael Barber. With the strong support of the Council, Professor Barber is committed to delivering the objectives of the plan and is also making the necessary changes required to deliver on the Strategic Plan. These changes include a restructured senior executive group and significant strategic investment in academic, research and innovation leadership and necessary capital progress.

The partnership between the Council and management is a crucial one and I wish to pay tribute to the service provided to the University by the external members of Council. These members contribute generously of their time and expertise, which may be in the financial, commercial or community sectors, for the benefit of the University. In particular, I wish to acknowledge the contributions of Mr John Hood, Mr Nick Begakis and Mr Michael Shanahan who retired from Council in 2010 after many years of dedicated service. And I wish to welcome to the Council Mr Marty Gauvin, Mr Stephen Hains, and Ms Kerry Heysen who will take up their positions in 2011.

Finally, I wish to take this opportunity to acknowledge the outstanding contribution made to the Council and the University by Sir Eric Neal, AC CVO, who retired from the Council in February after eight years as Chancellor. Sir Eric’s wise counsel and generosity of spirit will be missed.

Stephen Gerlach AM
Chancellor

Flinders was founded on a tradition of innovation and that spirit underpins the Strategic Plan 2010–2014.
University Council

Members ex officio

Chancellor
Sir Eric J Neal
AC CVO HonDEng Syd, HonDUniv SAust, DUniv Flin, CEng(UK), CPEng, FIE Aust, FIGEM(UK), FAICD, FAIM, FSTE, FAIB
(to 28 February 2010)

Vice-Chancellor
Professor Michael N Barber
BSc UNSW, PhD Cornell, FAA, CompteAust, MAICD, FAIE

Presiding Member of the Academic Senate
Professor Marika Tiggemann
BA Adel, PhD Adel

Members appointed by Council

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

Mr Nicholas Begakis AM
BTech(EE) SAIT, FAICD

Deputy Chancellor
Mr Ian G Yates AM
BA Flin, MAICD

Dr Bronwyn Halliday
BA, MEd Adel, MBA Georgetown, DBA ‘11 SA

Mr John G Hood
BEC Flin, Dip Acc Flin, FTIA, GAICD, FAIA
(to 30 June 2010)

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

The Hon Dr Diana V Laidlaw AM,
BA Flin, DUniv Flin

Mr Thomas R Phillips AM
MBA LNE, FAICD

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

Mr Michael Shanahan AM
Member co-opted and appointed by Council

Mr Richard Ryan AO

Members elected by academic staff

Associate Professor
Kathryn Schuller
BSc (Hons) ANU, PhD ANU

Associate Professor
Heather Smigiel
BEd UniSA, MEd (HumResMgmt) UniSA, PhD UTas

Members elected by general staff

Dr Leonie Hardcastle
BA Flin, PhD Flin

Mr Ben Jacobs
BHlthSc(Hons) Adel, MPubMgmt Flin

Members elected by students

Ms Emily Crawford
BIntSt Flin

Ms Peta Page

Mr Samuel D Taylor
BScMarBiol (Hons) Flin
Officers of the University

Chancellor
Sir Eric J Neal AC, CVO, HonDEng Syd, HonDUniv SAust, DUniv Flin, CEng (UK), CEng, FIE Aust, FIGEM (UK), FAICD, FAIME, FSTE, FAIB (to 28 February 2010)
Mr Stephen Gerlach AM, LLB Adel, MAICD (from 1 March 2010)

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

Vice-Chancellor
Professor Michael N Barber, BSc UNSW, PhD Cornell, FAA, CompIE Aust, MAICD, FTSE

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

Deputy Vice-Chancellor (International & Communities)
(Deputy Vice-Chancellor (International) until 22 April 2010)
Professor Dean K Forbes, BA (Hons) Flin, MA PNG, PhD Monash, FAASS

Deputy Vice-Chancellor (Research)
Professor David A Day, DipT, BSc, PhD Adel, MAICD

Executive Director of Administration
Ms Barbara Fergusson, BA Adel, DipEd Adel, GradDipTESL SACAE, MBA Adel (to 16 August 2010)
Mr Stephen P Jones, BSc Qld (from 17 August 2010)

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

Student and staff numbers - Key five year figures

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<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
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<tr>
<td><strong>Student Numbers</strong></td>
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<td>Australian</td>
<td>12664</td>
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<td>Onshore</td>
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<td>2271</td>
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<td>Offshore</td>
<td>1351</td>
<td>1047</td>
<td>860</td>
<td>843</td>
<td>1052</td>
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<tr>
<td>Total</td>
<td>15923</td>
<td>16247</td>
<td>16619</td>
<td>17632</td>
<td>18835</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Female Students</td>
<td>10081</td>
<td>10443</td>
<td>10757</td>
<td>11493</td>
<td>12147</td>
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<tr>
<td>Male Students</td>
<td>5842</td>
<td>5804</td>
<td>5862</td>
<td>6139</td>
<td>6688</td>
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<td>Total</td>
<td>15923</td>
<td>16247</td>
<td>16619</td>
<td>17632</td>
<td>18835</td>
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<td><strong>Staff (FTE)</strong></td>
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<tr>
<td>Academic</td>
<td>634</td>
<td>667</td>
<td>704</td>
<td>736</td>
<td>747</td>
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<tr>
<td>Non-Academic</td>
<td>928</td>
<td>958</td>
<td>957</td>
<td>1021</td>
<td>1054</td>
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<tr>
<td>Total</td>
<td>1561</td>
<td>1625</td>
<td>1662</td>
<td>1757</td>
<td>1801</td>
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</table>

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

Financial - Key five year figures

<table>
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<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>University - Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Commonwealth Government Assistance</td>
<td>122,578</td>
<td>135,634</td>
<td>168,174</td>
<td>167,192</td>
<td>192,123</td>
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<tr>
<td>HECS HELP/FEE HELP</td>
<td>43,873</td>
<td>48,501</td>
<td>52,015</td>
<td>55,078</td>
<td>59,472</td>
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<tr>
<td>State/Territory and SA Local Governments</td>
<td>9,210</td>
<td>9,106</td>
<td>15,078</td>
<td>16,174</td>
<td>16,605</td>
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<tr>
<td>Fees and Charges</td>
<td>35,209</td>
<td>39,888</td>
<td>41,345</td>
<td>46,005</td>
<td>49,569</td>
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<tr>
<td>Investment Income</td>
<td>8,084</td>
<td>14,339</td>
<td>8,131</td>
<td>8,412</td>
<td>10,329</td>
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<tr>
<td>Other</td>
<td>20,620</td>
<td>22,706</td>
<td>23,325</td>
<td>29,281</td>
<td>46,036</td>
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<tr>
<td>Total</td>
<td>240,074</td>
<td>270,174</td>
<td>308,068</td>
<td>322,142</td>
<td>374,134</td>
</tr>
<tr>
<td><strong>Research Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Australian Research Council</td>
<td>5,308</td>
<td>4,940</td>
<td>5,284</td>
<td>7,649</td>
<td>7,521</td>
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<tr>
<td>Dept of Innovation, Industry, Science &amp; Research</td>
<td>20,151</td>
<td>19,885</td>
<td>19,705</td>
<td>19,314</td>
<td>20,840</td>
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<td>Dept of Education, Employment &amp; Workplace Relations</td>
<td>1,939</td>
<td>1,894</td>
<td>2,070</td>
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<td>NH&amp;MRC</td>
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<td>8,502</td>
<td>9,021</td>
<td>10,659</td>
<td>8,771</td>
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<tr>
<td>Other Commonwealth Research</td>
<td>7,485</td>
<td>11,740</td>
<td>13,335</td>
<td>12,809</td>
<td>19,511</td>
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<tr>
<td>SA Government</td>
<td>6,915</td>
<td>6,769</td>
<td>6,459</td>
<td>7,157</td>
<td>7,343</td>
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<tr>
<td>Industry and Other</td>
<td>9,956</td>
<td>11,490</td>
<td>10,811</td>
<td>11,412</td>
<td>10,433</td>
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<tr>
<td>Total</td>
<td>59,795</td>
<td>65,220</td>
<td>65,685</td>
<td>71,451</td>
<td>77,533</td>
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<tr>
<td><strong>Net Assets</strong></td>
<td>237,297</td>
<td>370,176</td>
<td>409,691</td>
<td>441,516</td>
<td>514,042</td>
</tr>
</tbody>
</table>
Vice-Chancellor’s Review

Flinders is committed to, and delivering on, the Strategic Plan by “Building Supportive Communities”

In late 2009 Council endorsed a new Strategic Plan 2010–2014 – *Inspiring Flinders Future* for the University. A year on, as Vice-Chancellor, it is very pleasing to report that the Plan is widely supported and there has already been significant progress.

*Inspiring Flinders Future* was based on recognition that we needed to engage effectively with the communities we serve and deliver a satisfying experience for students and staff alike. It was also designed to position Flinders for future success in the more competitive higher education sector that will result from the deregulation due in 2012.

The first Key Strategy, and very deliberately placed first, is entitled ‘Building Supportive Communities’. There are two sides to this Strategy. Firstly, we will only succeed if the communities we serve support us – financially, politically and emotionally. Secondly, our ultimate purpose, whether through the production of research outputs or the graduation of our students, has to be to contribute to building a better society. Indeed, almost all the other Key Strategies of *Inspiring Flinders Future* are either enabled by or contribute towards this first Strategy.

Nowhere is the duality of Key Strategy 1 more apparent than in relation to our Northern Territory activities. The establishment of the Northern Territory Medical Program (NTMP) now allows Territory residents, for the first time, to complete an entire medical program without travelling interstate.

In establishing this new program we focused particularly on attracting Indigenous students. Thus it is very pleasing to report that with ten Aboriginal and Torres Strait Islander students accepted in the initial NT enrolment of 24, and an additional four admitted in Adelaide, Flinders has this year enrolled the largest single intake of Indigenous students into a medical program anywhere in Australia. When they graduate, many of these new doctors will be on the front line in remote communities trying to improve Indigenous health outcomes. Having recently talked to a number of these students I am confident they will successfully meet that vital challenge.

The effective implementation of the NTMP has only been possible because of a strategic relationship with Charles Darwin University (CDU). While a recently signed formal agreement with CDU details our respective roles, the tangible demonstration of these links is a new $14 million training and education centre on the CDU campus funded by the Federal Government. Together with a $12.8 million upgrade of our clinical training facilities at Royal Darwin Hospital – also funded by Canberra – these new teaching facilities will be the venues for delivery of the NTMP. CDU is a vital partner of ours in delivering the feeder programs to the NTMP in both the undergraduate Bachelor of Clinical Science (a joint Flinders-CDU degree) that articulates directly with the NTMP, and the broader Indigenous Transitional Pathway program that is designed to lift aspirations in Indigenous communities to complete school and enter university.

The University’s goal to ‘build supportive communities’ is also evident in our ‘home community’ of the southern suburbs of Adelaide through the Southern Knowledge Transfer Partnership which encapsulates more than 200 Flinders’ activities being undertaken in Adelaide’s south. Many of these practical, hands-on programs bring the potential of University study into sharp focus for people who may not have previously aspired to higher education. Two examples demonstrate the University’s commitment in this regard. A group of eighty-four Year 12 students from seven southern region schools have started their specialist mathematics, physics or chemistry subjects on the campus through the Science and Maths Academy at Flinders. While completing their Year 12 subjects the students also will gain a taste of University life which, we hope, may spark their interest in undergraduate studies.
In another innovative program, South Adelaide Football Club players – sponsored by the University – are visiting schools together with Flinders students and explaining the value of good nutrition and a healthy life style. As role models in the community the players’ message is hitting home where other communications have failed. Another element of the sponsorship/partnership has involved a Flinders creative arts student working at the South Adelaide Football Club, gaining valuable insights into the operations of a community organisation while providing useful input to the Club’s marketing and communications efforts.

Such community engagement is driving other Strategic Plan goals of ‘enhancing educational opportunities’ and ‘enhancing the student experience’. Both of these objectives have also been advanced by the success of Flinders University Victoria Square, a teaching (largely postgraduate) facility housed in the former Reserve Bank Building on Victoria Square. The popularity of this space with students and stakeholders underpinned a recent decision to lease an additional floor of this CBD landmark.

Flinders’ research activities are a major focus of the Strategic Plan. In our quest to encourage early and mid-career researchers the University has introduced a fellowship scheme to offer financial support and incentives. The fellowships are designed to kick-start new research projects and collaborations, and provide substantial funding for academics who are carers, researchers returning from parental leave, and for the University’s Schools wanting to invite research scholars from overseas. Additionally, the inaugural ten recipients of the Vice-Chancellor’s Awards for Early Career Researchers in 2010 were selected from a very competitive field with each making a mark in their respective areas. We hope they serve as an inspiration to their colleagues which, with the new fellowships, will encourage all academics, at any stage of their careers, to consider new research activities and to be part of a growing, vibrant research culture at the University.

Delivering the Strategic Plan will only be possible if we continue to develop and sustain our people – both academic and professional staff. I am particularly pleased with the new talent that is making Flinders home, whether at Bedford Park, Darwin, Alice Springs or one of our regional sites. These appointments, some attracted as part of our strategic professorships program, join a dedicated, committed university community. The significant advances that we have made in the first year of our Strategic Plan augur well for the future success of Flinders. Our early harvest has been made possible by the energy, imagination and commitment of all staff and I record my appreciation of those efforts.

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