

ANNUAL REPORT

20
25



Flinders
University

FEARLESS



The Hon. Chris Picton MP
Minister for State Development
Minister for Artificial Intelligence and Digital Economy
Minister for Defence and Space Industries
Minister for Veterans' Affairs

Dear Minister,

In accordance with Section 27 of the Flinders *University Act 1966*, I present to you the Annual Report and audited financial statements for the period from 1 January 2025 to 31 December 2025, as per resolution of the members of Council at its meeting on 21 May 2026.

Yours sincerely,



John Hood
Chancellor

Acknowledgement of Country

We respectfully acknowledge the Traditional Owners of the lands on which our campuses are located across South Australia and the Northern Territory. These lands are home to the Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray and Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu peoples.

Flinders University's 2025 Annual Report was prepared and printed on Kurna Yarta.

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About the artist and the artwork

Elizabeth Yanyi Close
Pitjantjatjara/Yankunytjatjara, 2020

This artwork celebrates Connection to Country and reflects the landscape surrounding Flinders University. It powerfully captures the journey of Aboriginal and Torres Strait Islander people who travel to undertake study - bringing with them the knowledge, wisdom and traditions of their respective Language Groups to stand together as one.

Following Elizabeth's passing in 2026, Flinders University acknowledges her profound contribution to our community with deep sadness and enduring respect. With the permission and guidance of her family, the University continues to honour her legacy by featuring her artwork across our campuses and strategic documents.

We recognise the cultural significance of her work and pay tribute to her artistic leadership and the stories she entrusted to us.

Contents

Message from the Chancellor	4
Message from the Vice-Chancellor	5
Flinders at a glance	6
Flinders demographics	8
Financial overview	9
2025 highlights	10
Education	12
Research	16
Engagement and impact	20
Partnerships and collaborations	22
Precincts and communities	24
Sustainability	26
People and culture	28
Reconciliation and recognition	30
Celebrating our communities	32
Governance	36
University Council	38
Council members	40
Governance	42
2025 Council attendance record	44
Organisational structure	45
Senior Executive Team	46
Financials	48

Message from the Chancellor



Taking part in the many graduation ceremonies conducted at Flinders University and witnessing the shared sense of achievement and joy among graduates, their families and friends, is a powerful reminder of the importance of the work we do every day.

Nearly six decades ago, Flinders was founded to provide more choice and greater educational opportunities for students. Equity was ingrained in our purpose from the very beginning and continues to define who we are today.

As we look towards celebrating our 60th year in 2026, we reflect on the vision that shaped our University and the enduring impact of that mission.

Back in 1966, we started with just 400 students, but by 2025 that number had grown to more than 27,000. The opportunities afforded by a Flinders education are now open to more students than ever before.

The year has also been one of continued progress, underpinned by strong governance, clear strategic direction and careful stewardship.

The higher education sector has operated against a backdrop of complex and challenging circumstances, including geopolitical instability, pressures on international education and partnerships, evolving governance and funding models for the sector, and broader impacts of cost-of-living challenges on our community.

The University’s performance in this context has remained strong. Flinders continues to confidently invest in its future and in the communities we serve. This includes major developments that further enhance our capacity to deliver high-quality education, research and community impact. Our Flinders City Campus has continued to attract growing student demand in 2025, important learning and research activity is underway in the Health and Medical Research Building, and we look forward to realising our vision for the \$300 million Flinders HealthCARE Centre.

Our University remains in a period of significant growth, navigating sector-wide challenges while continuing to strengthen its impact, performance and long-term sustainability.

The progress we have made this year would not have been possible without our Flinders community. It is a community I have had the privilege to be part of for much of my life, and one that continues to be defined by its shared sense of purpose.

I extend my sincere thanks to my fellow Council members, the Vice-Chancellor, the Senior Executive Team and all staff for their dedication to ensuring our students are always placed first.

I would like to pay particular tribute to Douglas Gautier AM, who retired as Deputy Chancellor during 2025 after an outstanding period of service to the University. Douglas has made an exceptional contribution to Flinders, bringing deep cultural leadership, insight and advocacy, and an incredible commitment to the role Flinders plays in supporting and shaping the arts and creative industries. His counsel and dedication have left a lasting legacy, and he departs with our sincere gratitude and respect.

I also warmly acknowledge Leanne Liddle, a distinguished alumna, who was appointed Deputy Chancellor in August. Her leadership and commitment to public service will be of great value to the University. I further acknowledge Benjamin Grillett and Abhishek Jain, our undergraduate and postgraduate student-elected members, whose Council terms concluded in December, and thank them for their many contributions.

I thank and celebrate our alumni, donors and partners whose generosity and commitment make our University community stronger. They enable our students to realise their potential and achieve their ambitions, and they empower our researchers to make groundbreaking discoveries and deliver solutions that matter.

As we approach the milestone of our 60th anniversary, Flinders University looks to the future with confidence. We remain true to the University’s founding purpose and continuing to expand opportunity, so that the impact of our students, graduates and research will be felt for generations to come.

John Hood
Chancellor

Message from the Vice-Chancellor



2025 has been another outstanding year for Flinders University, with impressive progress made in education, research and industry engagement.

A defining feature of the year has been our deep and ongoing commitment to equity, inclusion and opportunity – not as a mere claim or future aspiration, but through delivering results via deliberate action.

Nowhere is this more evident than at Flinders City Campus. Opened in 2024, the campus has made Flinders University more accessible to a wider group of students, who are choosing us in growing numbers. More than half our students at the City Campus are the first in their families to attend university, with many coming from Adelaide’s northern suburbs – where participation in higher education has historically been among the lowest in the nation. This success reflects Flinders’ enduring mission to expand access and opportunity, and to change lives.

Equity and opportunity come in many forms and I am pleased to say that Flinders achieved global recognition in the *2025 Times Higher Education Impact Rankings*. We were ranked fifth in the world for gender equity and second in the world for reducing inequalities. These are truly phenomenal results and they reflect many years of commitment and continuous improvement.

For example, I am proud of the work undertaken by our People and Culture team to create support structures and resources for women navigating perimenopause and menopause. This initiative has been so successful that Flinders became Australia’s first menopause-friendly university – an important step in ensuring our staff and students feel supported, respected and able to thrive throughout their professional and educational journeys.

This has also been a year of significant investment in our future.

We were proud to host the Prime Minister of Australia, the Hon. Anthony Albanese MP, alongside the South Australian Premier, the Hon. Peter Malinauskas MP; the Federal Minister for Health and Aged Care, the Hon. Mark Butler MP; the State Minister for Health and Wellbeing, the Hon. Chris Picton MP; and other partners, to announce a landmark partnership between the Australian Government and Flinders University.

This partnership will deliver the \$300 million Flinders HealthCARE Centre – an investment that will expand clinical placement opportunities for our students, provide 10,000 additional allied health appointments to our community each year, and help address critical workforce shortages by enabling the University to graduate an additional 1,300 nurses, allied health practitioners and medical professionals annually.

Across the University, our continued investment in infrastructure and partnerships is creating new opportunities for students and researchers alike. The completion of the Flinders Factory of the Future at Tonsley is strengthening collaboration with industry in areas such as advanced manufacturing and defence, while our Health and Medical Research Building brings together researchers, clinicians and partners to transform how we understand and treat disease.

Our research performance continues to accelerate, further cementing Flinders as one of Australia’s fastest-growing universities for research impact. This year, we launched the inaugural *Wicked Problems Report*, engaging 30,000 Australians to better understand the challenges that matter most to them and ensuring our research is guided by the voices and priorities of Australians themselves.

Recognition through national awards, including *Academic Institution of the Year* at the 2025 Defence Connect Australian Defence Industry Awards and *Best Future Skills Provider* at the Defence and National Security Workforce Awards, further affirms the strength and relevance of our work.

None of this would be possible without the extraordinary dedication of our staff, whose commitment to excellence continues to drive the University forward.

Finally, I thank our students. Your ambition, resilience and determination define Flinders University, and it is a privilege to support you as you pursue your goals and realise your ambitions. Thank you for choosing to be fearless with us.

As we look ahead, we do so with confidence. Guided by the momentum of the past year and the direction set by our new strategic plan, *Agenda 2035: Impact. With Purpose.*, we remain committed to deepening our contribution to the communities we exist to serve.

Professor Colin Stirling
President and Vice-Chancellor

Flinders at a glance

Students

27,272

- 20,109 domestic
- 7,163 international
- 17,388 female
- 3626 low SES
- 3659 rural and remote
- 508 Aboriginal and/or Torres Strait Islander

International students

7,163

- 5,405 onshore
- 1,758 offshore

Staff

3,145 from 99 countries

- 1,427 academic
- 1,735 professional

Alumni

140,000+ in 130+ countries

Testamurs conferred

6,890

Campuses and locations

South Australia	Northern Territory
Adelaide CBD	Alice Springs
Bedford Park	Casuarina
Berri	Royal Darwin Hospital
Mount Gambier	Katherine
Murray Bridge	Nhulunbuy
Nuriootpa	Tennant Creek
Renmark	
Tonsley	
Victor Harbor	

Research income

More than \$131 million in research income

Transnational education

3 partners across China and Singapore
Offering 8 programs
With 1370 commencing students per year



Researcher, Associate Professor Yee Lian Chew in the Flinders Health and Medical Research Building.

Flinders' global impact

The *Times Higher Education Impact Rankings 2025* recognise the overall performance and impact of more than 2,300 universities across 125 countries, measured against the United Nations Sustainable Development Goals (SDGs).

Flinders University's ongoing commitment to sustainability, accessibility, equality and inclusion has been globally recognised, with leading rankings across multiple goals.

#21 in the world overall



#2 globally and #1 in Australia for Reduced Inequalities



#5 globally and #1 in Australia for Gender Equality



#10 in the world for Climate Action



#11 in the world for Good Health and Wellbeing



#49 in the world for Sustainable Cities



#47 in the world for Partnerships for the Goals



#63 in the world for Affordable and Clean Energy

Flinders demographics

	2021	2022	2023	2024	2025
Student numbers (EFTSL)					
Domestic	14,183	13,226	12,745	12,863	13,799
Offshore International	704	692	732	636	808
Onshore International	2,296	2,536	3,927	4,015	4,327
Total	17,183	16,454	17,404	17,514	18,934

Student gender (EFTSL)					
Female	11,264	10,621	10,958	11,006	11,935
Intersex/Unspecified/Not entered	23	23	39	54	48
Male	5,896	5,810	6,407	6,454	6,951
Total	17,183	16,454	17,404	17,514	18,934

Staff (FTE)					
Academic	886	907	957	989	1,015
Professional	1,107	1,147	1,232	1,309	1,317
Total	1,993	2,054	2,189	2,298	2,333

Higher degree research enrolments (EFTSL)					
Masters research	36	45	30	28	34
PhD	544	607	642	662	675
Total	580	652	672	690	709

EFTSL = equivalent full-time student load

FTE = full-time equivalent

Financial overview

	2021 \$'000s	2022 \$'000s	2023 \$'000s	2024 \$'000s	2025 \$'000s
University - consolidated results					
Income					
Teaching	383,605	377,888	421,411	451,348	505,393
Research	104,017	115,815	134,578	148,781	172,943
Other government (non research)	23,740	26,283	26,603	27,610	30,349
Investment	19,888	9,485	22,830	27,958	23,864
Other	25,552	30,286	32,557	44,282	43,260
Total income	556,802	559,757	637,979	699,979	775,809

Expenses					
Employee related	327,295	338,141	374,550	414,072	439,412
Depreciation and amortisation	44,708	39,803	44,574	57,351	62,348
Other	148,422	165,547	195,114	220,667	247,218
Total expenses	520,425	543,491	614,238	692,090	748,978

Net result	36,377	16,266	23,741	7,889	26,831
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Operating margin	6.5%	2.9%	3.7%	1.1%	3.5%
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University - consolidated financial position

Assets					
Cash and term deposits	179,556	276,780	250,497	294,669	333,866
Investments	173,312	139,204	153,289	154,975	179,351
Property, plant and equipment	662,555	797,758	973,347	1,090,822	1,115,141
Other assets	131,428	129,400	145,280	128,593	115,757
Total assets	1,146,851	1,343,142	1,522,413	1,669,059	1,744,115

Total liabilities	251,329	387,342	550,949	698,817	739,830
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Net assets	895,522	955,800	971,464	970,242	1,004,285
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Current ratio (CA/CL)	1.7	2.1	1.6	1.7	1.7
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2025 highlights

\$300 million Flinders HealthCARE future

Prime Minister Anthony Albanese announced a \$150 million Australian Government contribution, to be matched by Flinders University, to construct the new 10-storey Flinders HealthCARE Centre. The landmark facility will feature state-of-the-art clinical spaces capable of treating up to 100 patients simultaneously, alongside world-class research and training facilities. When fully operational, the centre will deliver 10,000 additional health appointments each year and train an extra 1,300 new health professionals annually. By expanding student-led services across medicine, nursing and allied health, the Flinders HealthCARE Centre will ease pressure on South Australia’s health system, improve access to care and bring services closer to home for thousands of South Australian families.



Celebrating 50 years of Nursing

In 2025, Flinders proudly celebrated 50 years of nursing education, celebrating a legacy that began in 1975 with the introduction of a ground-breaking curriculum at the Sturt College of Advanced Education - later incorporated into Flinders University. This pioneering program made history as the first of its kind in South Australia and the third in Australia, helping to reshape nursing education by offering a tertiary pathway to an undergraduate qualification. More than 19,000 students have completed undergraduate and postgraduate Nursing courses over the past 50 years.

Best Future Skills Provider

For the second consecutive year, Flinders was named *Best Future Skills Provider* at the Defence and National Security Workforce Awards, for delivering education and research initiatives that develop Australia’s future defence workforce. The award recognised Flinders’ Diploma of Digital Technologies and a suite of Nuclear Engineering programs developed in partnership with the University of Rhode Island.

Academic Institution of the Year

Flinders was named *Academic Institution of the Year* at the 2025 Defence Connect Australian Defence Industry Awards, for leadership in defence education and research that strengthens Australia’s defence and national security capabilities.

Transforming prisoner reintegration

Flinders will lead the prestigious Australian Research Council Centre of Excellence for Prisoner Reintegration, backed by \$35 million in Australian Government funding over seven years, together with \$9.4 million in University and industry contributions and \$24.5 million of in-kind support. The Centre will transform how prisoner reintegration is understood and addressed in Australia, helping reduce recidivism while strengthening social cohesion and community wellbeing.

South Australia’s first rural medical degree

To help grow the health workforce in rural and remote communities, Flinders has established South Australia’s first end-to-end rural medical program. The Flinders South Australian Rural Medical Program enables aspiring doctors to complete their entire four-year Doctor of Medicine in a rural setting with 60 students enrolled in Mount Gambier and Renmark.



Speech Pathology’s 50-year milestone

Flinders marked 50 years of Speech Pathology education in South Australia – first at Sturt College of Advanced Education and now at Flinders. The program’s rich history of achievement was celebrated at a gala dinner at Adelaide Town Hall in September.

Menopause Friendly Workplace

Flinders is the first Australian university accredited as a Menopause Friendly Workplace. This industry-recognised mark of excellence places Flinders among only seven organisations in Australia to achieve the accreditation, recognising a program that embeds menopause awareness and support through the Thriving@Flinders initiative.

Malcolm Turnbull’s Jeff Bleich Centre Distinguished Lecture

The inaugural Jeff Bleich Centre (JBC) Distinguished Lecture was delivered by the Hon. Malcolm Turnbull AC, Australia’s 29th Prime Minister. Hosted by Flinders University’s Jeff Bleich Centre for Democracy and Disruptive Technologies, the address – *Surviving the New World Disorder* – explored shifting global dynamics and Australia’s evolving role in a rapidly changing international landscape.



Championing equity, diversity and inclusion

Flinders’ ongoing commitment to gender equity, diversity and inclusion has been recognised through Athena Swan Bronze Accreditation and the five Cygnet awards required to apply for Silver Accreditation. Flinders is the only university in South Australia to achieve five Cygnet awards and the first member institution to receive a Cygnet for raising awareness of, and support for, menopause in the workplace.

Australia’s first Wicked Problems Report

The University launched the inaugural *Flinders Wicked Problems Report*, a major national research initiative placing Australians’ priorities at the centre of the University’s research agenda. Drawing on a nationally representative survey of 30,000 Australians, the report identified Australians’ key concerns, jurisdiction-by-jurisdiction, including cost-of-living pressures, housing affordability, crime and safety, access to healthcare, and environmental sustainability. Conducted annually, the report will help guide Flinders’ research focus toward practical solutions developed with community, government and industry.

A new era in sustainable manufacturing

Sustainable manufacturing research at Flinders will be boosted through participation in the Australian \$57.5 million Additive Manufacturing Cooperative Research Centre. Projects advancing sovereign capability in advanced manufacturing include 3D-printed spinal implants for people living with debilitating pain, trials of advanced manufacturing technologies and the production of sustainable concrete.



Education

At Flinders, we put students at the heart of everything we do. Our flexible, future-focused education is purposefully designed to empower students and accelerate careers.

Courses are co-designed with industry partners to ensure that our graduates are future-ready, with skills and attributes that society needs.

We achieve this within a diverse and supportive environment that sparks curiosity, builds confidence and enables each student to succeed.

Earning and learning for Australia’s defence future

In 2025, Flinders cemented its position as Australia’s leader in degree apprenticeships, launching new, industry-embedded engineering pathways designed to meet the nation’s urgent defence and infrastructure workforce needs. Working in close partnership with defence primes ASC and BAE Systems, Flinders launched degree apprenticeships in Mechanical Engineering (Honours) and Electrical and Electronic Engineering (Honours) – allowing students to earn a full salary while completing a university degree fully embedded in defence workplaces. These programs integrate paid employment with degree-level study, producing graduates who are job-ready from day one.

Real-world engineering experience

The first students to study Nuclear Engineering at Flinders gained hands-on practical experience at a working nuclear reactor, as well as with submarine and defence industry companies and agencies in the United States, through a 15-week exchange at the Rhode Island Nuclear Science Centre.

In a new local collaboration to foster workforce development, the City of Mitcham and City of Marion Joint Engineering Graduate Program has five Flinders Engineering graduates rotating through work roles across both councils during a two-year program.

Flourishing global education partnerships

Flinders’ transnational education programs continue to expand the University’s global reach, with 8 programs delivered across China and Singapore and nearly 1,000 students graduating in 2025. In China, Flinders partners with leading institutions including Capital Normal University in Beijing, where a Master of Education is delivered, and Nankai University in Tianjin, offering programs including the Master of Arts (International Relations in Economy and Trade), Master of Hospital Administration, and Master of Education Leadership and Management.

A thriving Flinders City Campus in the heart of Adelaide

Our new city campus on North Terrace has proved a spectacular success, opening the door to students for whom Bedford Park may have been too far away, and who might otherwise not have had the opportunity to pursue a university education. In its second year, the campus welcomed a significantly increased number of commencing students, with enrolments rising by over 112%.

Many of these students are from Adelaide’s northern suburbs and the first in their families to attend university. In this way, Flinders City Campus is making a meaningful impact in one of the nation’s most underserved areas for tertiary education.

Advances in online technology

Flinders’ new enhanced student portal provides a user-friendly interface that streamlines administrative processes and strengthens the overall student experience.

It includes access to Feedback Buddy and Study Buddy, which use generative AI to provide students with feedback, tips and support on how to strengthen their writing, as well as advice on study skills, including referencing.



Her Excellency the Hon. Frances Adamson AC, Governor of South Australia, and Vice-Chancellor Professor Colin Stirling at Flinders’ new laboratories with Year 9 STEM students.

Opening doors to new opportunities

A series of micro-credentials have been co-designed with schools to support student career and study choices through introductory learning experiences at Flinders. Indigenous-specific Foundation Studies is delivered at Yitpi Yartapuultiku Aboriginal Centre as a community-based pathway. Flinders also launched the Future Skills Hub and the Innovation Academy – two pathways designed for students with an enterprise-focused mindset.

Connecting in the north: Uni Hub Playford

Flinders students living in Adelaide’s north can study and access support at the new Uni Hub Playford, located at TAFE SA Elizabeth campus. The hub forms part of an Australian Government initiative to improve access to education in regional and outer suburban locations.

Nankai connection grows stronger

The annual graduation ceremony for three Flinders transnational education master’s programs delivered with the prestigious Nankai University in Tianjin, China, has grown a community of more than 10,000 alumni over 25 years, making them among the longest-standing Sino-Australian joint programs.

Due to the success of these collaborations, Nankai and Flinders have also been granted an additional student enrolment quota by the Ministry of Education in Beijing, and two new programs – Master of Technology in Finance and Master of Smart City Management – commencing in mid-2026. This will increase annual enrolments to 950 students.

Inspiring girls to pursue STEM pathways

More than 1,200 Year 9 girls from high schools across South Australia and the Northern Territory attended Flinders’ STEM Enrichment Academy workshops. The program aims to increase female enrolment in senior secondary STEM subjects and increase university participation and career opportunities in STEM.

Flinders also welcomed more than 100 Year 9 girls from six metropolitan and country high schools to the opening of new chemistry and physics laboratories at Flinders’ Bedford Park campus, officiated by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia.



Research

Flinders values innovative research. By pushing the boundaries of creativity, discovery and invention, we tackle questions that matter and deliver solutions that work.

Working across disciplines and in partnership with industry, government and community, we translate research excellence into outcomes that create community value and drive sustainable economic growth. In doing so, we build knowledge that benefits people and the natural environment.

Research that matters: Tackling Australia’s wicked problems

In 2025, Flinders University launched its *Wicked Problems Report*, a landmark national study designed to identify the complex challenges Australians want research to help solve. The inaugural report drew on a nationally representative survey of 30,000 Australians, capturing priorities across different ages, locations and life experiences.

Australians identified issues including cost-of-living pressures, housing affordability, healthcare access, crime and safety, environmental sustainability and social inequality as key areas for research focus.

The initiative reflects a deliverable shift in how Flinders sets research priorities – placing the community’s voice at the front end of the research cycle and directing transdisciplinary expertise toward the issues that matter most to Australians. Conducted annually, the report will build a longitudinal evidence base to inform research strategy and support practical solutions developed with government, industry and community partners.

Improving care and quality of life for older Australians

Flinders University has established the Flinders Ageing Alliance to improve outcomes for older Australians through research with real-world impact. Bringing together more than 100 researchers across 16 plus teams, the Alliance connects expertise in health, wellbeing and aged care to ensure research informs policy, practice and services that genuinely improve lives.

Benefits flow from funding success

Flinders achieved a significant boost in medical research funding, securing \$15.7 million from the Medical Research Future Fund (MRFF). This placed Flinders first in South Australia, accounting for 42% of the State’s total MRFF allocation.

Flinders also received more than \$30.5 million in grants from the National Health and Medical Research Council (NHMRC), including \$6.8 million through the NHMRC Ideas Grants Scheme, ranking Flinders 10th nationally. Our researchers were also awarded \$15.6 million in NHMRC Investigator Grants, Flinders’ best-ever result.

Flinders will lead the new NHMRC \$3 million Centre of Research Excellence to Optimise Health Care in the Home for Older Australians. Professor Gillian Harvey will head a transdisciplinary team of experts from around the world to accelerate improvements in aged care coordination, health outcomes and sustainable systems.

Record-breaking wins for early-career researchers

Exceptional outcomes across many Australian Research Council (ARC) funding programs saw Flinders obtain awards totalling \$22.6 million. These include:

- A record-breaking result in the 2026 ARC Discovery Early Career Researcher funding round (awarded in late-2025), with seven projects worth \$3.67 million. This equates to a 25.9% success rate, well above the 13.1% national average.
- Success for 13 projects valued at more than \$9 million across ARC Discovery and Linkage schemes – the highest amount ever received by Flinders, ranking the University 12th nationally.
- The only South Australian-funded ARC Industrial Transformation Training Centre, focused on advancing archaeology.
- The only South Australian ARC Laureate, awarded to Professor Robert Edwards.
- \$4 million through the ARC Linkage Infrastructure, Equipment and Facilities scheme.
- ARC Mid-Career Industry Fellowship for Professor James Smith.
- ARC Early Career Industry Fellowship for Dr Jung Yoon.

Advancing cultural heritage protection in the resources sector

Flinders University is leading a new \$5 million ARC-funded training centre to transform how Indigenous cultural heritage is protected in the resources sector. Bringing together Traditional Owners, industry and researchers, the centre will train a new generation of professionals to support culturally informed and responsible resource development.

Advancing innovation in energetic materials

Flinders and RMIT University are lead strategic partners for the Defence Science and Technology Group Australian Energetic Materials Research Network. Flinders’ strengths in chemistry and materials science helped secure \$2 million in Phase 1 funding to drive technological innovation and the application of energetic materials and technologies.

National Industry PhD Program

Funding for 10 outstanding projects in the federal Department of Education’s National Industry PhD Program adds to Flinders’ strong record of receiving 27 awards since the program commenced. This places Flinders in a prominent national position and reinforces our reputation for impactful research and strong industry partnerships.

Developing ‘greener’ gold extraction

In a major breakthrough for sustainable resource recovery, Flinders researchers have developed a safer and more environmentally responsible method for extracting gold from ore and electronic waste.

This interdisciplinary research, which spans green chemistry, engineering and physics, demonstrates that high-purity gold can be recovered with greatly reduced toxic waste and fewer health risks than traditional mining and e-waste recycling, which rely on hazardous substances such as mercury and cyanide.

Support driving medical device innovation

Substantial support from Sohn Hearts & Minds has established four Medical Device Research Institute PhD scholarships within Flinders’ Medical Device Research Institute. This funding will advance high-impact research into hearing loss, spine surgery, orthopedic implants and AI-driven biomarkers for atrial fibrillation-associated cardiomyopathy, while supporting the creation of innovative devices that can improve quality of life.

Boosting Australia’s Corneal Graft Registry

Since 1985, the Australian Corneal Graft Registry at Flinders has delivered long-term data to improve corneal transplant outcomes. Generous donor support will enable the Registry to modernise its data systems, streamlining online data collection and analysis to support patients, surgeons and the broader ophthalmic community.

Research Performance	2021	2022	2023	2024	2025
Research Income (Higher Education Research Data Collection)	\$81,353,894	\$114,513,721	\$120,167,056	\$133,965,513	\$131,272,807
Higher Degree by Research Load (EFTSL)	579.7	651.6	671.8	690.3	709.1
Higher Degree by Research Completions	171	133	144	166	159



Engagement and Impact



Partnerships and collaborations

Flinders University builds strong partnerships with businesses, industries, professions and communities to create shared value and meaningful impact. Our approach drives innovation and enterprise by giving students hands-on professional experience, building capability and workforce capacity for our partners, and translating research into practical solutions. These partnerships help prepare graduates for career success while enabling industry and communities to access talent, ideas and innovation that drive progress and sustainable economic growth.

Flinders featured at Power clash

As a proud partner of the Port Adelaide Football Club, Flinders celebrated its annual feature round when Port Adelaide played the Sydney Swans on 21 June. Students, staff and the public joined the Port Army’s drummers, flag bearers and mascot on a special march from Flinders City Campus to Adelaide Oval.

Flinders also introduced 10 newly enrolled international students to their first AFL game, with two chosen to deliver the match ball and perform the pre-game coin toss in front of tens of thousands of fans.

Flinders and Port Adelaide also partner to deliver a Diploma of Sports Management. Powered by Flinders and based at Alberton and Adelaide Oval, the program gives students a kick-start to their careers or guaranteed entry into Flinders degrees.

Smart policies for a better future

The Flinders University Sustainability Policy Impact Masterclass brought together leading researchers, policymakers and practitioners to exchange insights that support more effective, evidence-based policy outcomes for communities. The Masterclass created a forum for constructive cross-sector dialogue, strengthening connections between academic research and real-world policy challenges. It featured contributions from then Deputy Premier the Hon. Susan Close MP, Senator Andrew McLachlan CSC and Flinders researchers on how policy is developed and the critical role of high-quality, policy-relevant research in shaping decision making.

Building Indonesian connections

Flinders’ Chancellor and Vice-Chancellor led a University delegation to Jakarta, meeting four Flinders graduates now serving in senior political roles in the Indonesian Government – three ministers and one member of Parliament. The visit included a symposium, *Indonesia’s Future: A Multi-Disciplinary Approach*, hosted by Flinders alumnus Minister of Primary and Secondary Education Abdul Mu’ti (MEd ’95). The symposium led to Flinders delivering two customised technical training programs for Ministry staff: Deep Learning for Early Childhood Educators, and Literacy and Numeracy for Indonesian educators.

The delegation also attended an alumni dinner at the Australian Embassy in Jakarta, hosted by His Excellency Roderick Brazier, Australia’s Ambassador to Indonesia.

Boundary-breaking Diploma in Sports Management

Flinders University and the South Australian Cricket Association (SACA) has teamed up to offer a Diploma in Sports Management (Cricket), a study pathway offering students exciting career prospects in the international cricket and sports industry.

The first of its kind in state cricket and based between Adelaide Oval and the Flinders City Campus, the one-year diploma sees students develop an in-depth understanding of sport management – from running fan events to marketing sporting organisations.



Flinders Diploma in Sports Management students at Adelaide Oval.

Benefits for rural communities

In 2025, Flinders provided 11 community partnership grants supporting rural communities in the Riverland, Barossa Valley, Hills Mallee, Fleurieu and Greater Green Triangle regions. Projects included mental health support, school activities, Aboriginal cultural teaching programs for primary school children, and sporting club resources that benefit disadvantaged players and promote inclusion.

Matthew Flinders: Fearless in life, love and tragedy

In partnership with the History Trust of South Australia, the Flinders University Museum of Art (FUMA) presented *Matthew Flinders: Fearless in life, love and tragedy* at Flinders City Campus. The exhibition was curated by FUMA Director Fiona Salmon and History Trust of South Australia Senior Curator Tony Kanellos, with research by Associate Professor Gillian Dooley. It featured Matthew Flinders’ original coffin plate, shown in Australia for the first time, and was launched by Her Excellency the Honourable Frances Adamson AC, with Matthew Flinders’ descendants in attendance.



Exhibition co-curator and Director of the Flinders University Museum of Art, Fiona Salmon, presents the coffin plate of renowned explorer Matthew Flinders on display at Flinders City Campus.



Donor generosity helped Helen realise her dream of becoming a doctor and giving back to her community.

The impact of giving

Philanthropy is a powerful partnership at Flinders – bringing together donors, researchers and students to create opportunity and drive impact.

Donor support plays a vital role in enabling both discovery and access – fuelling research that improves lives and opening doors for students who may not otherwise have had the opportunity to pursue higher education.

Stories like Helen’s reflect the transformational impact of these partnerships. A single mother of three and a cancer survivor, Helen completed her four-year, full-time medical degree with the support of the Matthew Flinders Scholarship and the Dr Lesley Shorne Memorial Scholarship. She credits the financial relief these scholarships provided as pivotal to her success, allowing her to stay focussed on her studies and achieve her goal of becoming a doctor.

Student advocacy amplified

Supporting student welfare, the Flinders University Student Association (FUSA) reported a 20% increase in students assisted through advocacy services. FUSA engagement also supported 97 active clubs, including 22 newly affiliated clubs, with 1,424 events and activities backed by \$130,042 in club grants across social, cultural, academic, wellbeing, charity, performance and community-building activities.

Student-facing media also expanded, with 10 editions of a new all-student FUSA newsletter delivered to more than 177,000 people. Other major initiatives included the rollout of the *Be a Better Human* website, Student-Led Teaching Awards, attracting more than 200 nominations, and strong student presence at orientation and open days across Bedford Park, Adelaide CBD and Tonsley campuses.

Precincts and communities

Flinders University is dedicated to creating vibrant campuses and connected communities.

Through modern facilities that support world-class education and research, we prioritise safety, accessibility and connection so our campuses remain deeply embedded in the communities we serve across South Australia and Northern Territory. From major infrastructure projects to community-led collaborations, we invest in spaces and relationships that bring people together, expand opportunity and create lasting impact.

Transforming healthcare and Flinders Village

Construction on the \$300 million Flinders HealthCARE Centre is expected to begin in 2027, marking a significant step in the transformation of both public healthcare delivery and the Flinders Village precinct. Co-funded equally by the Australian Government and Flinders University, the 10-storey centre will expand access to care in South Australia, delivering an additional 10,000 allied health appointments each year. Its purpose-built clinical spaces will enable up to 100 patients to receive care simultaneously in a modern, integrated environment. The centre will also play a role in building the future health workforce, graduating an additional 1,300 professionals each year across disciplines including nursing, midwifery, occupational therapy, speech pathology, paramedicine, physiotherapy and clinical psychology.



An artist's impression of the Flinders HealthCARE Centre.



Flinders Factory of the Future.

Tonsley home to Flinders Factory of the Future

Construction of Flinders Factory of the Future was completed in 2025, marking a major milestone in Flinders' investment in industry-engaged research, education and innovation. Located at the Tonsley Innovation District, adjacent to Flinders' Tonsley campus and co-located with the South Australian Government's Tonsley Technical College, the Factory is a flagship advanced manufacturing facility that brings research, skills and industry together in one place.

The Factory combines advanced manufacturing technologies, engineering capability and human-centred design to deliver practical, evidence-based solutions to industry challenges. Operating as a living testbed, it enables researchers and industry partners to trial, prototype and scale new manufacturing processes, products and technologies in a real production environment.

By creating a shared space for researchers, industry innovators, manufacturers and students, Flinders Factory of the Future accelerates the translation of research into practice – supporting productivity growth, cost reduction and improved competitiveness for Australian businesses. It also strengthens workforce pathways by connecting advanced manufacturing research with education and training, helping to develop the skills needed for future-focused industries, including defence, advanced manufacturing and clean energy.



Stranger Things at Flinders City Campus.

Stranger Things at Flinders City Campus

At Flinders City Campus the University hosted the very popular *Stranger Things* activation, which transformed a space into an immersive recreation of the television show's iconic 'Hawkins' setting, including a replica of Joyce Byers' Christmas lights room.

Open to students and the public in late 2025, the installation invited visitors to step into the "Upside Down" and engage with the series as a real-world interactive experience.

Supporting a more inclusive campus

Almost 8% of Flinders students live with disability and may experience significant barriers to study. To support their academic goals, Flinders graduate and lawyer Eugenia Matthews established the Matthews Lawyers Disability Forensic Science Scholarship, building on her previous donation that introduced the Matthews Lawyers Disability Law Scholarship in 2024.

The new LT Seow Medical Scholarship for medical students experiencing financial need, together with an endowed fund to support the scholarship in perpetuity, was established through a generous donation from Dr Lea Thin Seow, whose commitment to community healthcare is a hallmark of her 40-year career in anaesthesiology.

March Forward on International Women's Day

The Flinders community celebrated International Women's Day in March under the theme of *March Forward*, recognising progress toward a gender-equal future. Activities included a *March Forward* walk and challenge around the lake at Flinders' Bedford Park campus, together with an inspiring address from Flinders graduate Emily Korir, Chief Executive Officer of BET Group Global and author of *Against All Odds: A journey of resilience, identity and success*.

Art connects to community

Flinders University Museum of Art (FUMA) attracted more than 10,000 members of the community, students and staff to a series of significant exhibitions and associated programs during 2025.

The FUMA Gallery at Bedford Park hosted *Sovereign Acts: Love Praxis, Crosscurrents*, and *ngaratya (together, us group, all in it together)*. These exhibitions reflected FUMA's ongoing commitment to presenting ambitious, research-led programs that connect art, place and community while deepening critical engagement with the past and present.

Future vision for Bedford Park

Flinders University is developing our masterplan for the Bedford Park Campus – an ambitious and future-focused blueprint that advances the University's strategic direction and priorities. As our flagship campus, Bedford Park will continue to evolve through this comprehensive master plan into a distinctive, accessible and sustainable place of learning and discovery. More than three decades after our last masterplan, our vision reflects how both the world and our ambitions have changed, with a strong focus on enhancing the student experience, supporting wellbeing, strengthening social impact and embracing technology.

Informed by extensive engagement with staff, students, alumni, Traditional Owners, community and partners, the plan sets a shared vision for a campus that reflects our values and fosters a genuine sense of belonging. It positions Bedford Park as a world-class environment that empowers students, advances meaningful research and strengthens our role as the university for industry and enterprise, while honouring Indigenous heritage and its natural setting.

Sustainability

Sustainability underpins Flinders University’s purposeful impact. We deliver high-quality learning experiences that help address the world’s environmental challenges, undertake research that matters, partner to build resilient and future-focused communities, and operate our campuses with responsible stewardship.

Guided by the University’s Sustainability Strategy and the United Nations Sustainable Development Goals (SDGs), we place sustainability at the centre of our decision-making and collaboration to help create a more equitable, healthier and prosperous future for the communities we exist to serve.

Global recognition for sustainable impact

Flinders University’s integrated approach to sustainability, equity and social impact received global recognition in the 2025 *Times Higher Education Impact Rankings*, which assessed more than 2,300 universities worldwide against the United Nations SDGs.

Flinders was ranked 21st in the world, placing the University among the top 25 globally for delivering real-world impact across the SDGs. In a standout result, Flinders ranked 2nd globally and 1st in Australia for Reduced Inequalities (SDG 10), alongside 5th globally and 1st in Australia for Gender Equality (SDG 5) – reflecting the University’s long-standing commitment to fairness, access and inclusion.

Flinders also achieved top-tier global rankings for Climate Action (SDG 13) and Good Health and Wellbeing (SDG 3), ranking 10th and 11th globally respectively, and was placed within the top 50 for Sustainable Cities (SDG 11) and Partnerships for the Goals (SDG 17).

Responsible climate action

Recognising sustained progress in renewable energy and emissions reduction, Flinders was named the global top performer for *Energy and Climate* in the Association for the Advancement of Sustainability in Higher Education 2025 *Sustainable Campus Index*. Based on Sustainability Tracking, Assessment & Rating System data, the recognition reflects ongoing investment in 100% renewable electricity since 2021, extensive rooftop and carpark solar, building electrification, energy-efficiency upgrades and innovative vehicle-to-grid technology trials.

Flinders also achieved second overall for *Wellbeing and Work*, and equal third for *Planning and Coordination*, highlighting a holistic approach to sustainability governance and people-centred outcomes.

Taking sustainable steps

Flinders delivered its inaugural Sustainability Week in September, featuring a strong program of practical activities across the City and Bedford Park campuses. Activities included food waste reduction workshops, a community swap market, biodiversity and gardening working bees, and hands-on sessions promoting reuse and waste avoidance.

The University also delivered its first student sustainability literacy survey, with 933 students identifying the SDGs that resonated most strongly with them: No Poverty, Good Health and Wellbeing, Zero Hunger, and Clean Water and Sanitation.

Next-generation wind turbines

Flinders’ Advanced Wind Energy Technology research group and South Australian start-up VAWTX Energy trialled a new type of vertical-axis wind turbine. Supported by private equity with state and federal government funding, the partnership developed a 6kW prototype tested on the Fleurieu Peninsula.

Designed for quiet operation and adaptability in variable wind conditions, the turbine has potential applications across residential, agricultural, light industrial and offshore settings. The project challenges conventional wind turbine design by demonstrating the efficiency and scalability of large scale vertical turbines that could be located closer to metropolitan areas, supporting South Australia’s transition to renewable energy.



Flinders University’s RV Encounter with members of the Marine and Coastal Research Consortium.



New marine science research vessel

Flinders strengthened its marine research capability with the addition of *RV Encounter*, a new coastal research vessel supporting the Marine and Coastal Research Consortium’s team of 20 experts in marine biology, ecology, oceanography, coastal environments, maritime engineering and seafood productivity.

The 7.65-metre catamaran is equipped to conduct surveys, diving operations and applied research up to 30 nautical miles offshore, expanding capacity for high-quality field-based marine science, including urgent research into causes, impacts and recovery pathways of the harmful algal bloom impacting South Australia’s marine ecosystems.

Energy efficiencies for remote communities

Remote First Nations communities across Australia often face energy insecurity due to geographic isolation, reliance on diesel generation and weaker consumer protections than grid connected households. Flinders research examined how renewable community energy systems can improve equity and energy sovereignty.

The findings showed that well-designed solar photovoltaic and battery energy storage systems significantly outperform diesel-dominant systems, improving reliability, affordability and household outcomes while reducing emissions and dependence on costly fuel supplies. The research also found that technical solutions are insufficient without parallel reforms to consumer protections and governance that place equity and people at the heart Australia’s clean energy future.

Protection from contamination

Flinders research found that low water flow rates may increase the production of airborne water particles in drains that can contain harmful bacteria or viruses. This raises the risk of contamination travelling back towards water taps, highlighting the need for collaboration between engineers, designers and microbiologists to optimise safe and sustainable plumbing design. These findings demonstrate the complex relationship between water conservation and infection control, and the value of practical interdisciplinary research that protects public health while supporting sustainable infrastructure.

People and culture



Reconciliation and recognition

Grounded in the principles of togetherness, reciprocity and respect, Flinders University is committed to reconciliation. We are embedding Aboriginal and Torres Strait Islander perspectives across our activities and deepening our commitment to First Nations peoples’ knowledges and cultures in a spirit of equity, integrity and unity.

Increased student retention

In 2025, Flinders released its *Indigenous Student Success Targets 2022-2025*, which reported steady progress in strengthening Indigenous student outcomes. Overall participation increased from 1.65% (438 students) in 2022 to 1.77% (508 students) in 2025. Progression rates improved from 77.3% in 2022 to 81% in 2025, while Indigenous student completions grew from 56 graduates in 2022 to 101 graduates in 2025. Increased recruitment and support of new students underline Flinders’ strong model of Indigenous student success through scholarships, pastoral care, academic study support, outreach, and pathway programs that improve access to university.

Promoting our Indigenous Research Strategy

The inaugural NAIDOC Indigenous Research Showcase was held across Flinders campuses in Bedford Park, Darwin, Alice Springs, Renmark and Mount Gambier. The Showcase presented *Blak Excellence in Scholarship and Academia* through presenters from diverse sectors including education, creative arts, science, health and wellbeing, and across career stages including higher degree by research students, early career academics, mid-career academics and senior academics. Indigenous researchers shared how they contribute across all areas of research, in Indigenous studies and beyond, and the innovative ways they apply Indigenous research methodologies.

First Nations Researchers Collective

In November, the First Nations Researchers Collective Summit brought together Indigenous staff, higher degree by research students and researchers from across the University for two days of collaboration, connection and shared learning. Held across Flinders’ Tonsley campus, Inparrila and Warriparinga, the Summit created culturally grounded spaces for participants to engage deeply with each other’s research, experiences and aspirations.

The program included storytelling, cultural reflection and community dialogue to strengthen networks across disciplines and career stages. A highlight was learning from Elders who travelled from Nhulunbuy to share knowledge of bush medicine and reinforce the importance of cultural authority, intergenerational learning and connection to Country.

Inaugural John Moriarty AM Impact Award

In 2025, Flinders introduced the *John Moriarty AM Impact Award*, a new alumni honour recognising graduates whose work has made a significant and lasting contribution to the wellbeing, empowerment and advancement of Aboriginal and Torres Strait Islander communities.

Named in honour of John Moriarty AM, Flinders’ first Indigenous graduate, the award celebrates leadership, advocacy and impact that extends beyond professional achievement to create meaningful change for Indigenous peoples and communities.

The inaugural *John Moriarty AM Impact Award* recognised Professor Jacqueline ‘Jackie’ Huggins AM FAHA for her exceptional leadership and lifelong advocacy for reconciliation, First Nations rights and social justice, exemplifying the purpose and spirit of the award.



Consultations stretch our Reconciliation Action Plan

Throughout 2025, Flinders focused on listening, reflection and consultation as it concluded its second *Innovate Reconciliation Action Plan (RAP)* on 30 June and began shaping the next phase of its reconciliation journey: the *Stretch RAP*.

Extensive consultations were undertaken across the year to inform the development of the *Stretch RAP*, engaging more than 450 staff and students across Flinders’ campuses in South Australia and the Northern Territory. These consultations created space for open, respectful and sometimes challenging conversations about what reconciliation should look like at a whole-of-institution level – and what needs to change to embed it more deeply in the University’s core business.

Feedback gathered through this process emphasised the importance of truth-telling, Indigenous leadership, and embedding Aboriginal and Torres Strait Islander ways of knowing, being and doing across curriculum, research, workforce and community engagement.

Flinders’ *Stretch RAP* will be launched in 2026.

Uncle Lewis Yarlupurka O’Brien Oration

The annual *Uncle Lewis Yarlupurka O’Brien Oration*, a public lecture addressing important social and cultural topics, was delivered by Professor Tracey Bunda. She explored Indigenising the curriculum as a central part of The University of Queensland’s *Reconciliation Action Plan*, sharing a framework for governance and resources, including challenges and successes in embedding Indigenous perspectives into curriculum.

Reconciliation Action Plan Conference

The annual RAP Conference reflected the Flinders community’s growing commitment to reconciliation and cultural learning, bringing together more than 600 participants online and in person. Staff, students and community members were engaged in impactful sessions, including language classes, art workshops, a cultural tour, an anti-racism session, showcases of RAP initiatives, and keynote addresses from Kirstie Parker of Reconciliation Australia and Jason Downs of Reconciliation South Australia. The conference concluded with a smoking ceremony and community barbecue hosted by the Yungkurinthe team in Inparrila, alongside a performance by the award-winning Iwiri Choir.

Indigenous Australian Engineering School

Flinders welcomed 14 high school students to the first week-long Indigenous Australian Engineering School program in Adelaide. The collaboration between Flinders and Engineering Aid Australia brought together Indigenous high school students from South Australia, Victoria and the Northern Territory who share a passion for STEM subjects, introducing them to engineering through workshops, site visits and hands-on activities.

Indigenous inclusion in Foundation Studies

In 2025, five Indigenous students completed the Foundation Studies Program Indigenous FSP-I, the first Flinders foundation program delivered in Adelaide’s western suburbs. Designed for Indigenous learners, the program helps students develop foundation skills for success in higher education. FSP-I supports students to become confident, independent learners and make a successful transition into their chosen university programs.



Celebrating our communities

In celebrating our University communities, we recognise the diverse achievements, talents and contributions of our students, staff and alumni.

Together, we embrace the richness of our collective experiences and accomplishments, and celebrate a culture of integrity, courage, innovation and excellence.

SA Young Tall Poppy Science Award

Two outstanding Flinders researchers were recognised with 2025 SA Young Tall Poppy Science Awards:

- Matthew Flinders Fellow and Aboriginal trauma and injury epidemiologist Associate Professor Courtney Ryder (College of Medicine and Public Health) co-leads the Health Equity Impact Program within the Flinders Health and Medical Research Institute. Her research explores new ways to apply Indigenous knowledge, governance and sovereignty to Aboriginal and Torres Strait Islander data and health statistics.
- Associate Professor Ashokkumar (Ashok) Manoharan (College of Business, Government and Law), is a member of the Centre of Social Impact and a research affiliate with Flinders Factory of the Future. His work with international collaborators focuses on workforce diversity, equity and inclusion, migrant workers, people living with intellectual disability, and diversity management practices in the hospitality industry.

Three Minute Thesis competition

The Three Minute Thesis is a national competition that challenges higher degree by research students to explain their research effectively to a non-specialist audience in just three minutes. Flinders University’s 2025 winner was:

- Cate Sexton (College of Science and Engineering) with her presentation *Meet Me Here: Stories, Fossils and Deep Time*.
- Cassandra Quarisa (College of Education, Psychology and Social Work) was Flinders University’s runner-up with her presentation *Conspiracy Contagion: The Power of Beliefs and Their Role in Collective Protest*.
- Stefano Zaccagnini (College of Medicine and Public Health) took home the People’s Choice Award with his presentation *Alcohol: Midlife Crisis or Crisis in a Bottle?*

Australian Awards for University Teaching

Flinders educators were recognised in the prestigious Australian Awards for University Teaching, with several receiving citations for Outstanding Contributions to Student Learning:

- Dr Ali Enright - For leading the design and implementation of an innovative and relational whole-of-institution teacher-led and executed nudge protocol that demonstrably supports students early in their learning.
- Dr Gareth Butler and team, Professor Kirstin Ross, Professor Karen Burke Da Silva, Dr Helen Carter, Dr Ryan Baring, Ms Katie Cavanagh, Dr Julian Beaman, Dr Cassie Hoepner and Mr Charles Li - For a highly successful and impactful, student-partnered citizen science initiative supporting Kangaroo Island’s environmental recovery through transdisciplinary collaboration and real-world sustainability education.
- Dr Helen Harrison - For transforming physiology education and leading program-wide enhancements that embed metacognitive and active learning to improve student experience, retention, and completion outcomes.
- Dr Mai Ngo - For transforming students’ learning and employability success through inclusive and responsive approaches in Teaching of English to Speakers of Other Languages programs.

South Australian STEMM Educator of the Year

For the second consecutive year, Flinders educator Dr Hayden Tronolone was named *South Australian STEMM Educator of the Year*, recognising his work in curriculum transformation and creating new education pathways that are growing the pipeline of mathematics graduates for the STEMM workforce.



Research recognition

Vice-Chancellor Professor Colin Stirling awarded the prestigious title Matthew Flinders Professor/Fellow to 11 distinguished Flinders University leaders, in recognition of their outstanding contributions to research:

Matthew Flinders Professors:

- Professor Cedric Bardy (College of Medicine and Public Health)
- Professor Jacqueline Bowden (College of Medicine and Public Health)
- Professor Christopher Bye (College of Medicine and Public Health)
- Professor Prue Cormie (College of Nursing and Health Sciences)
- Professor Marita Hefler (College of Medicine and Public Health)
- Professor Daniel King (College of Education, Psychology and Social Work)
- Professor Michael Morley (College of Humanities, Arts and Social Sciences)
- Professor Adrian Werner (College of Science and Engineering)

Matthew Flinders Fellows:

- Associate Professor Martin Breed (College of Science and Engineering)
- Associate Professor Arne Ittner (College of Medicine and Public Health)
- Associate Professor Erin Symonds (College of Medicine and Public Health)

Australia Day and King’s Birthday Honours

Several notable members of the Flinders University community were among the Australians recognised in the 2025 Australia Day and King’s Birthday Honours. A full list is available on our website.

Australia Day Honours

- Professor Allen Cheuk-Seng Cheng AC
- Professor Claire Smith AO
- Ms Margaret Burn AM
- Professor Stephen McDonald AM
- Dr David Mills AM
- Professor Claudine Bonder OAM
- Mr Peter Lane OAM
- Mr Brenton Harold Perks OAM
- Ms Kerry Beck PSM
- Mr Andrew Skelly AFSM
- Mrs Josephine O’Doherty ASM

King’s Birthday Honours

- Professor Igor Bray AM
- Associate Professor Emma Kennedy AM
- Mrs Emily Korir OAM
- Dr Carolyn Lawlor-Smith OAM
- Mr Peter Sawley OAM
- Captain David West OAM
- Dr Bernard Whimpress OAM
- Mr Robert Hortle PSM
- Ms Anita-Lee Summers PSM
- Associate Professor Catherine Swetenham PSM



Flinders University Awards

The 2025 Flinders University Awards celebrated exceptional contributions and staff success across the University.

Vice-Chancellor’s Awards for Excellence in Teaching

Leading educators were honoured for their exceptional contributions to student learning and experiences:

- Individual awards for Dr Samantha Kontra, Dr Dani Milos, and commendation for Liz McNeill.
- Team awards for Dr Annabelle Neall with Professor Lydia Woodyatt, Elli Kolovos, Christiana Harous and Melanie Deek, and to Dr Liu Fei Tan with Associate Professor Werner Botha, Dr Brett Wilkinson, Professor Ingo Koeper and Dr Kung-Keat Teoh.

Vice-Chancellor’s Awards for Research Excellence

Outstanding researchers across various disciplines were honoured in the 2025 Vice-Chancellor’s Awards for Research Excellence:

- Early Career Researchers:
Dr Annabelle Small, Dr Georgia Middleton, Dr Imogen Ramsey, Dr Matthew Firth, Dr Miia Rahja.
- Mid-Career Researchers:
Associate Professor Ching Li Chai-Coetzer, Professor Daniel King, Dr Feargal Ryan, Dr Jean Winter, Associate Professor Mihir Wechalekar.
- Research Leadership:
Professor David Lewis, Professor Rebecca Golley.

Vice-Chancellor’s Awards for Innovation in Teaching

Awarded to Dr Liu Fei Tan with Professor Ingo Koeper, and to Dr Tom Cochrane with Dr Gareth Furber.

Awards for Research Impact and Engagement

Recognised for their contributions to research impact and engagement were Dr Claudia Virdun, Dr Jake Robinson, Dr Amir Zanj, Associate Professor Ryan Balzan and The Food Security Team of Professor Svetlana Bogomolova, Dr Tahna Pettman, Professor Ian Goodwin-Smith, Professor John Coveney, Professor Jon Buckley, Associate Professor Carmel Williams, Dr Sahar Faghidno and Dr Diana Eyers-White.

Reconciliation Awards

Individual awards were presented to Liz Hounslow and Mayalil Marika. Team Awards were presented to the Indigenous Workforce Strategy Team, and the Maritime Archaeology Program Team.

Professional Staff Awards

Recognised for their contributions and upholding Flinders’ values, winners included Jose Paulino (Student Centred Award), Kylie Sappiatzer (Innovation Award), Yaz Dedovic (Integrity Award), Shanti Omodei-James and Jessica Williams (Courage Award), Diana Mosca (Excellence Award) and Gareth Furber (Wellbeing Award). The Flinders Exams, Achievements and Graduations Team was recognised with the Flinders Dream Team Award.

Honorary Doctorates

Seldom awarded, Flinders University Honorary degrees are presented to distinguished members of the community, whose extraordinary leadership has changed lives.

Doctor of the University *honoris causa*

Stella Braund

Awarded for tireless advocacy for marginalised and vulnerable communities.

Grant Stevens APM

Commissioner of Police Awarded for outstanding leadership in South Australia and policing.

Stuart Whiley AM

Former Managing Director and Chief Executive Officer, ASC Awarded for decades of distinguished contribution to Australia’s defence industry.

Companion of the University

Judith Leeson AM

Awarded for devoting 70 years of service to early childhood education, disability services and career development for disadvantaged groups.

Alumni Awards

The 2025 Flinders University Alumni Awards recognised 12 outstanding graduates across diverse careers, industries and community service. Awardees were celebrated at a gala dinner at Adelaide Oval on October 17.

In recognition of the University’s first Indigenous graduate, the inaugural *John Moriarty AM Impact Award* honoured a graduate whose exceptional efforts have significantly enhanced the wellbeing, empowerment and advancement of Aboriginal or Torres Strait Islander communities.

Thank you to members of the 2025 Alumni Award Selection Committee: Kim Cheater (Chair), Emeritus Professor Robyn Clark, Jayne Flaherty, Lucinda Hewitson, Kerry Heysen AM, and Shona Reid.



Convocation Medallist Dr Roger Hunt (centre) with Chancellor John Hood and Deputy Chancellor Leanne Liddle.

Convocation Medal

- **Dr Roger Hunt**
(BM, BS ’81, MD ’03)
Awarded for outstanding leadership in end-of-life care as a clinician, service developer, researcher, teacher and advocate for legislative reform.

Distinguished Alumni Awards

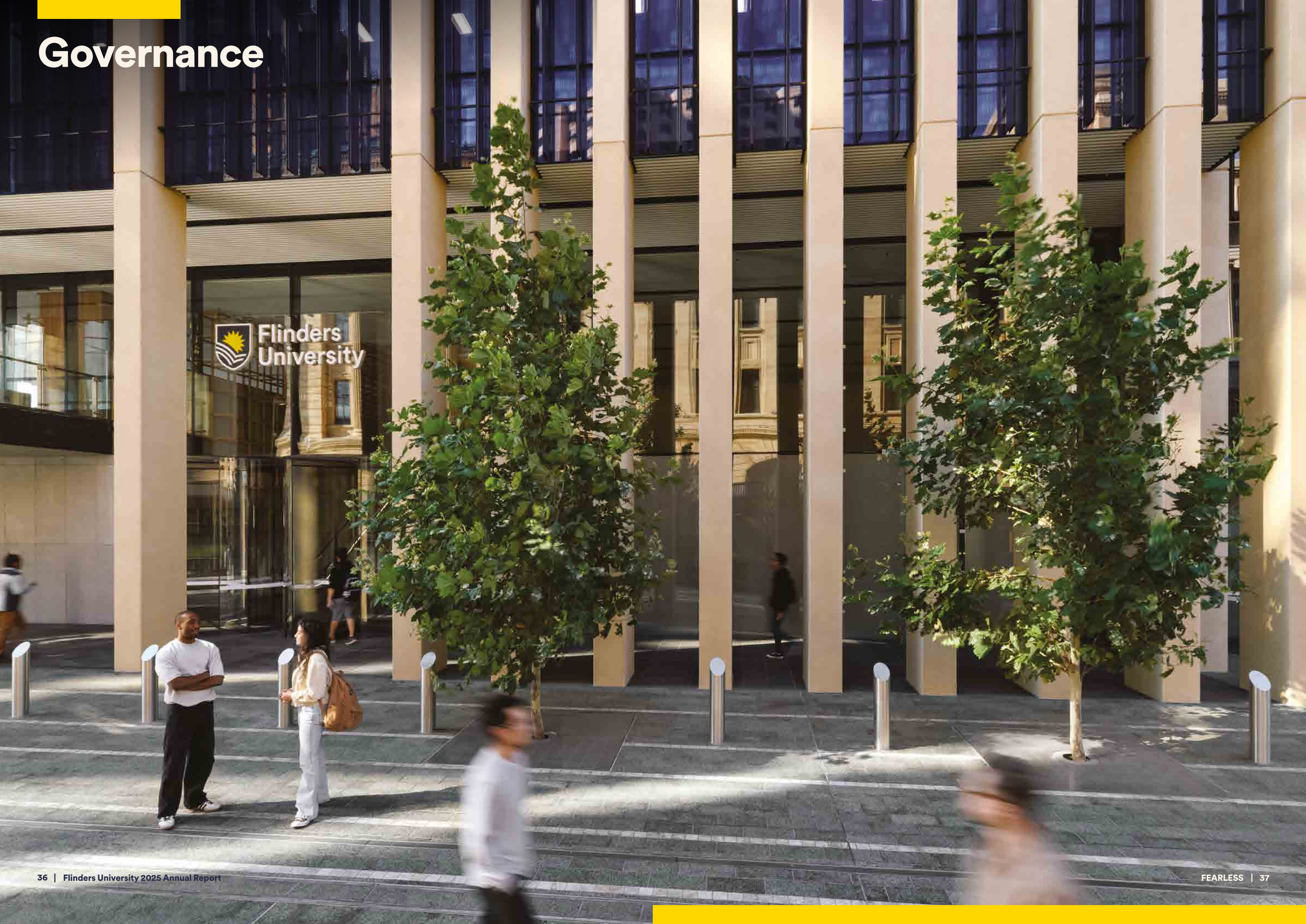
- **Nick Llewellyn-Jones**
(LLB/LP ’03)
Awarded for distinguished service within the legal profession in the fields of native title, resources, renewable energy and administrative law, and for significant contributions to advancing economic justice for First Nations communities.
- **Linda Matthews**
(BA ’90)
Awarded for distinguished leadership across government and not-for-profit sectors, championing the rights and wellbeing of society’s most disadvantaged.
- **Dr Bushra Othman**
(BM, BS ’10)
Awarded for distinguished humanitarian service as a general surgeon providing critical medical aid in Gaza, Palestine.
- **Dr Anne Tonkin AO**
(BM, BS ’82, PhD(Med) ’92)
Awarded for distinguished leadership in medical professional regulation, tertiary education and clinical pharmacology.

John Moriarty AM Impact Award

- **Professor Jacqueline ‘Jackie’ Huggins**
AM FAHA DipEd ’88, BA(Hons) ’90
Awarded for exceptional leadership in the Australian reconciliation movement and commitment to creating an equitable future for Aboriginal and Torres Strait Islander people.

Early Career Alumni Awards

- **Dr Henry Bowen**
(BPsychSc ’15, GradDipPsychAdv ’23)
Awarded for significant research in understanding military and first-responder cultures to support health and wellbeing.
- **Dr Chidozie (Elvis) Chidi-Ezeama**
(MEng(Biomed) ’22)
Awarded for significant contributions to create equitable solutions that provide essential, accessible healthcare.
- **Dr Benjamin Holman**
(MBAFutureBus ’25)
Awarded for significant and innovative contributions to the national agrifood sector, to reduce environmental impact.
- **Rachael Johninke**
(BDisDevelEd ’23)
Awarded for significant contributions to advocate for the inclusion and empowerment of people living with disability.
- **Meriya Poudel Baniya Chhetri**
(BNg(PreReg) ’21)
Awarded for significant contributions to improve disability services in the nursing profession through education, training, policy development and the implementation of person-centred initiatives.
- **Ren Williams**
(BCreatArts(Hons) ’21)
Awarded for significant contributions to Australian film and theatre by fostering opportunities for others in South Australia.



University Council

Left to right: Lucinda Hewitson, Associate Professor Amanda Muller, Matt Johnson, Clare Mockler, Abhishek Jain, Chancellor John Hood, Damien Walker, Vice-Chancellor Professor Colin Stirling, Kim Cheater, Brenda Wilson AM, Sharon Wilson, Professor Christopher Kee, Kate Walsh.

Absent: Deputy Chancellor Leanne Liddle, Benjamin Grillett.



Council members

The Council farewelled and thanked Douglas Gautier AM for his many years of service as a Council Member (since 2012) and as Deputy Chancellor (2023–2025).

John Hood

Chancellor

John Hood FAICD was appointed Chancellor of Flinders University on 1 October 2023. A Flinders alumnus (BEc 1984 GradDipAcc 1985) and chartered accountant, he has a long history of engagement with the University, including two terms on Council (2004-2010; 2017-present). John is the founder and director of Humanee, a chartered accounting firm established in 2014 to provide strategic business, taxation and financial advice. He is also the owner and director of Intersect, a collaborative workspace that brings together like-minded businesses, and serves as Chair of HomeStart Finance, Gannon Lifestyle Communities and Sensei Productivity. Earlier in his career, John spent 11 years with PriceWaterhouseCoopers before becoming Managing Partner and CEO of accounting firm mhm, leading the organisation through its merger with Deloitte in 2010. He has held a range of governance roles across the community, including with Port Adelaide Football Club, Foodbank SA, Guildhouse, Seymour College Foundation, Sturt Lions Football Club and Cumberland United Women’s Football Club. In 2007, he received a Flinders University Alumni Award in recognition of his significant contributions to the University and to business in South Australia.

Professor Colin Stirling

President & Vice-Chancellor

Professor Colin Stirling has extensive experience in research, teaching and management. Born and educated in Scotland he has an Honours degree in Biological Sciences from the University of Edinburgh and a PhD in genetics from Glasgow University. Professor Stirling began his much-awarded research career as a NATO Research Fellow at the University of California (Berkeley), before returning to the UK to join the University of Manchester where he was appointed Professor of Genetics in 1998. He began his leadership journey at Manchester in 2001 where he became Vice-President in 2008. In 2011, Professor Stirling was appointed Deputy Vice-Chancellor Academic at Curtin University in Western Australia where he was later appointed Provost and Senior Deputy Vice-Chancellor. He took up the position of President and Vice-Chancellor at Flinders University in 2015. Professor Stirling is an experienced company director, and is currently a director of Education Australia Ltd., IDP Education, the Don Dunstan Foundation and the General Sir John Monash Foundation.

Professor Christopher Kee

Professor Christopher Kee is a professor of law and the Dean (Education) in the College of Business, Government and Law. He joined Flinders in 2018 from the University of Aberdeen, having previously held positions at the University of Basel and Deakin University. Chris has expertise in the field of international arbitration and has published widely on the topic. As a representative of Asia Pacific Regional Arbitration Group, he participated in the UNCITRAL Arbitration Rules revision process

from 2007 to their completion in 2010. Christopher served on the Australian Centre for International Commercial Arbitration Rules Drafting Committee and is a past Co-Chair of Asia Pacific Forum for International Arbitration. He is also a Director of the prestigious Willem C Vis International Commercial Arbitration Moot. He joined Council in 2021 as the Chair of Academic Senate.

Leanne Liddle

Deputy Chancellor

Leanne Liddle is an Arrernte woman from central Australia and has deep connections to both the South Australian and Northern Territory communities. Leanne has academic qualifications in Environmental Science, Law and Management, but she believes her most important knowledge has come from her grandmother and great-grandmother who taught her about traditional land management skills, particularly with the use of fire. She was South Australia’s first Aboriginal police woman and has dedicated her career to principles of equity and social justice, working across environmental and Aboriginal land management and Aboriginal justice policy. She is currently the Executive Director Cultural Reform Northern Territory Police and a board member of the Royal Flying Doctor Service SA/NT. She served as the Director of Aboriginal Justice in the Northern Territory’s Attorney-General’s Department, and Deputy Chair of the Menzies School of Health Research. She was the 2022 Northern Territory Australian of the Year and is a Distinguished Alumnus of Flinders University. Leanne joined Council in 2023.

Brenda Wilson AM

Brenda Wilson, a Fellow of the Australian Institute of Company Directors, has extensive experience as a board director and has held several senior executive and CEO roles in the health sector. She was appointed the first female Lieutenant Governor of South Australia in August 2014 and served in the role for nearly eight years. While CEO of Cancer Council SA, Brenda was appointed by the Health Minister as the inaugural Chair of the Cancer Clinical Network (2008–2010) and played a central role in the production of South Australia’s first statewide Cancer Control Plan. She has also volunteered her time mentoring senior executives for the Australian College of Health Service Management and the Australian College of Nursing. Brenda has a strong passion for the arts and served as a volunteer director on the Opera SA Board from 2017 to 2020. She was appointed a Member of the Order of Australia (AM) in 2019 for significant service to health and the arts. Brenda joined Council in 2015.

Associate Professor Amanda Muller

Associate Professor Amanda Muller has been at Flinders for over 25 years and has served as a previous student member on Council, as well as on governance bodies including Senate, Resources Sub-Committee, Research Advisory Committee, and numerous school- and course-based committees. She is a recognised TEQSA expert member in international education, a nationally accredited editor and an Australian Research Council Assessor. Her research focuses on public health, assistance dogs, nursing, CALD populations, and language testing. Amanda joined Council in 2018 as the Academic Staff Member.

Sharon Wilson

Sharon Wilson has more than 35 years’ experience in defence, including leadership roles in strategy, business development, innovation, project management, procurement, estimating, supply chain and industrial strategy. Sharon is the Chair of the Defence SA Defence Innovation Partnership board. Sharon joined Council in 2019.

Kate Walsh

Kate Walsh is an experienced educator and as Senior Coordinator, Student Representation and Partnerships, advocates strongly for the role of professional staff as the vital connection between management, academics, and students within a public institution. She has extensive experience in student engagement nationally, including as the inaugural Project Manager for Student Voice Australasia. Her focus is on harnessing the power of student partnership and representation to transform higher education and the student experience. Kate brings years of experience working at Flinders and in the broader community to listen, reflect, and constructively question. Kate joined Council in 2021 as the Professional Staff Member.

Kim Cheater

Kim Cheater is a former Managing Partner of PwC and led their governance and risk consulting practice in Adelaide for over 20 years, and their reconciliation initiatives for over 10 years. He is an experienced board director, holding board roles with Australian Unity, RAA Group, SARAH Group, Alwyndor Aged Care and ReturnToWorkSA. He is also the independent Chair of the Audit, Risk and Investment Committee for Minda Inc. Kim is a Fellow of the Australian Institute of Company Directors and a Fellow of Chartered Accountants Australia and New Zealand. He was recognised as a Distinguished Alumnus by Flinders University for his contribution to business and reconciliation. Kim joined Council in 2023.

Lucinda Hewitson

Lucinda Hewitson is an industry leader in diversity and inclusion. An organisational psychologist with over 20 years’ experience, Lucinda works with organisations and industry bodies in Australia and overseas. Since establishing her business in 2013, Lucinda has advised global mining companies, federal and state government agencies, utilities, the insurance sector, and international consulting firms on improving diversity and inclusion in the workplace. Lucinda was formerly the Head of HR: Recruitment, Resourcing and Diversity & Inclusion at BAE Systems Australia where she worked for 15 years. Lucinda was a finalist in the 2013 AHRI Diversity Awards and a Telstra Business Women’s Award finalist in 2015 and 2020. As an AHPRA Board-Approved Supervisor, Lucinda has supported masters students become registered psychologists throughout her professional career. She has held advisory roles with The University of Adelaide and was the inaugural Chair of Spence Club Inc. Lucinda joined Council in 2024.

Matt Johnson

Matt Johnson completed a Bachelor of Economics at Flinders University before commencing a 20-year career in South Australia’s public sector. He began in analytical and policy roles and held executive positions across economic, social and environmental portfolios, including in Cabinet Office, as Executive Director of the State’s Social Inclusion Unit, Executive Director of Trade, International Education, and Immigration and Group Executive Director in the Department for Environment and Water. Matt also served for four years as Deputy Agent General in London where he was responsible for the South

Australian Government’s British and European objectives. Matt moved to the private sector in 2019 and is reviving the iconic South Australian food business, Ditters. He is also a director of the Adelaide Symphony Orchestra (ASO) and a member of the ASO’s Finance and Risk Committee. Matt joined Council in 2024.

Benjamin Grillett

Benjamin Grillett was the Undergraduate Student Elected Member for 2024 to 2025. Ben is committed to advocating for students amidst cost-of-living pressures, and for student welfare.

Abhishek Jain

Abhishek Jain was the Postgraduate Student Elected Member for 2024 to 2025. During 2025 Abhishek completed his studies in Information Technology and whilst this meant he retired as the postgraduate Student Member in July, he was appointed as Council’s co-opted member from August until the end of 2025. Abhishek was born and raised in India and has a passion for management and leadership. Abhishek is committed to volunteering and the power of community engagement. In his spare time he volunteers for an NGO to give back to the community.

Clare Mockler

Clare Mockler is an experienced public sector executive leader with a demonstrated track record of providing decisive and insightful leadership to the development and implementation of strategy, policy and major infrastructure projects. Originally from the UK and with a legal background, Clare holds a masters degree in Public Policy from Carnegie Mellon University. Clare previously led the City of Adelaide, having driven business transformation and policy reform across the organisation in multiple senior roles. She is currently Executive Director of CreateSA, Department of the Premier and Cabinet. Clare joined Council in 2025.

Damien Walker

Damien Walker was appointed Director-General of the Department of the Premier and Cabinet within the Queensland Government in late 2024, after serving as Chief Executive of the Department of the Premier and Cabinet in South Australia. Damien is an experienced executive with a broad background in strategic planning, industry development and public policy. He was formerly the Director-General of the Department of State Development, Infrastructure, Local Government and Planning in the Queensland Government, and successfully led Queensland’s delivery of the 2018 Gold Coast Commonwealth Games. In South Australia, his roles included infrastructure planning and delivery, investment facilitation, contract management and reform implementation. He serves on the boards of the Gold Coast Suns and Netball Queensland. Damien holds a Bachelor of Arts and a Bachelor of Planning, and post graduate academic qualifications in property and planning. Damien joined Council in 2025.

Governance

The Flinders University Council acknowledges the Universities Australia and Universities Chancellors Council *Voluntary Code of Best Practice for the Governance of Australian Universities* which was updated December 2024, along with the government led *Expert Council Review of University Governance* and Senate inquiry *Quality of governance at Australian higher education providers*.

The Council confirms its commitment to complying with all governance requirements and is currently considering the results of these external reviews to consider how they can be implemented.

Flinders University and its governing Council are established under the *Flinders University Act 1966* (SA). The University is regulated by the Tertiary Education Quality and Standards Agency and is registered as a self-accrediting institution. The University’s governing Council exercises stewardship of the University’s activities and governance framework.

The primary responsibilities of Council are:

- Appointing and monitoring the performance of the Vice-Chancellor as Chief Executive Officer;
- Approving the mission and strategic direction of the University, including its annual budget and business plan;
- Overseeing and reviewing the management of the University and its performance;
- Establishing policy and procedural principles consistent with legal and community expectations;
- Approving and monitoring systems of control and accountability, including controlled entities;
- Overseeing and monitoring the assessment and management of risk, including commercial undertakings;
- Overseeing and monitoring the academic activities of the University; and
- Approving significant commercial activities of the University.

Council members

The Council consists of the following members:

- The Chancellor *ex officio*;
- The Vice-Chancellor *ex officio*;
- The presiding member of the Academic Senate *ex officio* or if the presiding officer is the Vice-Chancellor, an academic staff member of the Academic Senate who is not a student at the University, elected by the Academic Senate;

- Eight persons appointed by the Council on the recommendation of a selection committee (the term of office is 2 or 4 years determined on the recommendation of the selection committee);
- If the Council so determines, one person co-opted and appointed by the Council (the term of office is 2 or 4 years determined by Council);
- One member of the academic staff elected by the academic staff (the term of office is 2 years);
- One member of the professional staff elected by the professional staff (the term of office is 2 years); and
- Two students at the University (not being persons in the fulltime employment of the University), one of whom must be a postgraduate student and one of whom must be an undergraduate student, appointed or elected in a manner determined by the Council (the term of office is 2 years).

Council committees

The Council has established a number of committees which meet regularly and contribute to effective governance, while supporting Council in making informed decisions on issues of significance to the University. The Council refers matters to its committees in accordance with their terms of reference.

Executive Committee

The Executive Committee is responsible for advising and assisting Council in the performance of its responsibilities, including governance requirements; composition, structure and monitoring of Council and its committees; approval of urgent contracts; succession planning; and advising Council on the University’s strategic plan, emerging risks and opportunities.

Academic Senate

Academic Senate oversees and monitors the academic activities of the University and ensures the academic quality and integrity of the University’s academic operations.

Academic Senate has three sub-committees to support its functions:

- Education Committee
- Courses and Admissions Committee
- Research Committee

Audit and Risk Committee

The Audit and Risk Committee assists Council to discharge its oversight and monitoring responsibilities by providing advice on financial reporting, compliance with legal and regulatory requirements, internal control structure, risk management procedures, and the internal and external audit functions.

Finance and Investment Committee

The Finance and Investment Committee advises Council on matters concerning the overall financial performance and management of the University, including matters having a significant financial impact, annual budget setting and performance, and monitoring of investments and resources.

Remuneration Committee

The Remuneration Committee assists Council to discharge its oversight and monitoring responsibilities in relation to the setting and annual review of remuneration and performance goals for the Vice-Chancellor and senior executive remuneration and succession planning.

Statutes

No statutes or regulations were allowed by Her Excellency the Governor during the calendar year.

Risk management

The University has a risk management framework which is supported by risk management and legislative compliance policies and regular reporting to Council and its committees.

The approach to risk management is consistent with the Australian and New Zealand Standard (AS/NZS ISO 31000:2018).

The University maintains a rolling Internal Audit Plan that is executed by the University’s internal auditors and developed taking into consideration the University’s Risk Register. The Risk Register is reviewed at least biennially by the Senior Executive Team, Audit and Risk Committee, and Council. A risk appetite statement was approved by Council in 2025. The University also maintains a corporate insurance program that is regularly reviewed with regard to the University’s risk profile.

Freedom of speech and academic and intellectual freedom

The University maintains an Academic and Intellectual Freedom and Freedom of Speech Policy as part of its commitment to the exercise of academic freedom, intellectual freedom and freedom of speech. The Policy is supported by legally binding commitments made under Flinders’ Enterprise Agreement. The Policy expressly affirms Flinders University’s commitment to academic freedom, intellectual freedom and freedom of speech, and specifically states that staff, students and others to whom the policy applies must not prevent, harass, disrupt, vilify or intimidate those seeking to exercise those freedoms in accordance with the Policy.

As part of this commitment, our Policy Development and Review Procedures specifically require that academic freedom and freedom of speech must be taken into account when policies are developed or reviewed. Academic freedom and freedom of speech are also expressly called out in the University’s Code of Conduct, which is part of our staff induction processes.

Modern slavery statement

Flinders University is committed to eliminating all forms of slavery and human trafficking from its operations and supply chain, in keeping with its mission to change lives and change the world and supported by its Agenda 2035 Strategic Plan.

Flinders has been working closely with the Australasian University Procurement Network (AUPN) as a member of the Anti-Slavery Working Group, as part of a sector-wide effort to identify, analyse, and mitigate modern slavery risks within supply chains.

Pursuant to the federal Modern Slavery Act 2018 (the Act), the University publishes an annual statement which sets out the actions taken to identify, assess, and mitigate modern slavery risks across its operations and supply chains. The statement is published annually on the Australian Government’s Modern Slavery Statement Register.

The University, along with its owned and controlled entities, operates a diverse supply chain that aligns with the typical risk profile found across the higher education sector. It procures a wide range of goods and services, including those considered higher risk for modern slavery such as IT hardware, including laptops, computers and mobile phones, clothing and apparel, construction, and cleaning services. While many contracts are with major first-tier suppliers, many of whom are themselves reporting entities under the Act, a share of expenditure is also directed to smaller suppliers who are not required to report under the Act.

The majority of the University’s expenditure, more than 95%, is directed to suppliers located within Australia, spanning a wide array of industry sectors; in many instances, these Australian suppliers act as intermediaries, procuring and providing goods on the University’s behalf. In 2025, the University’s key international procurement partners were based in the United States of America, United Kingdom, India, China, Canada, and the Netherlands. Across the year, the University engaged with 3,609 suppliers operating in 48 different countries.

In the lead-up to and throughout 2025, the University integrated modern slavery risk assessments into its procurement decisions, aligning these efforts with its broader Social Procurement Framework.

The University remains committed to supporting its suppliers by helping them gain greater insight into their supply chains and providing guidance on recognising and addressing potential risks related to modern slavery.

	First Appointed / Elected	Term Ended	Council	Standing Committees#				
				Academic Senate	Audit and Risk Committee	Executive Committee	Finance and Investment Committee	Remuneration Committee
John Hood Chancellor	Member 9/03/2017 Chancellor 1/10/2023	N/A	5/5			7/7		2/2
Professor Colin Stirling President and Vice-Chancellor	1/01/2015	N/A	5/5	5/5		7/7	6/6	
Professor Christopher Kee Presiding member of Academic Senate	1/07/2021	N/A	4/5	5/5		6/7		1/2
Douglas Gautier AM* Deputy Chancellor	19/04/2012	30/06/2025	2/2			4/4		1/1
Leanne Liddle Deputy Chancellor	9/03/2023	N/A	5/5			2/2		1/1
Kim Cheater	1/01/2023	N/A	5/5		6/6			
Clare Mockler	1/01/2025	N/A	5/5		6/6			
Damien Walker	1/01/2025	N/A	5/5				6/6	
Lucinda Hewitson	1/04/2024	N/A	5/5					
Matt Johnson	1/04/2024	N/A	5/5				6/6	
Brenda Wilson AM	1/10/2015	N/A	4/5			7/7		2/2
Sharon Wilson	23/08/2019	N/A	4/5			6/7		1/2
Associate Professor Amanda Muller	13/07/2018	N/A	4/5					
Kate Walsh	1/01/2017	N/A	5/5					
Ben Grillett	1/01/2024	31/12/2025	3/5					
Abhisek Jain	1/01/2024	31/12/2025	4/4					

#Data for Council Members only
*attendance only tracked for meetings during their tenure.

Organisational structure



Senior Executive Team



President and Vice-Chancellor, Professor Colin Stirling

Professor Colin Stirling has extensive experience in research, teaching and management. As President and Vice-Chancellor, he is responsible for ensuring the success and efficacy of Flinders University while providing strategic direction to its employees. Educated in Scotland, his early genetics research took him to the University of California, followed by the University of Manchester where he was awarded several prestigious prizes. Throughout an esteemed academic career, Professor Stirling has established a record of strategic leadership, innovation and successful change management.



Senior Deputy Vice-Chancellor, Professor Romy Lawson

Professor Romy Lawson commenced at Flinders University in January 2022, bringing 25 years of national and international experience, initially in both Australia and the UK. Her career began in learning and teaching, and strategic curriculum development, but has focused on university leadership over the past decade. Prior positions include Deputy Vice-Chancellor (Education) and Provost at Murdoch University, and roles at the University of Wollongong, James Cook University, and the University of Technology Sydney. Professor Lawson has a Bachelor of Arts (Honours) in Psychology and Physical Education, a Master of Philosophy, and a PhD from the University of Wales, Bangor, where she studied and worked for 18 years prior to moving to Australia.



Deputy Vice-Chancellor (Research), Professor Raymond Chan

A leading researcher in the field of cancer care, systems and policy, Professor Chan joined Flinders in 2021. In 2024, he was appointed Deputy Vice-Chancellor (Research) with responsibility for Flinders researchers and research students. Professor Chan has been a Fellow of the Royal College of Nursing Australia since 2009 and is a Past President of the Cancer Nurses Society of Australia. He holds prestigious ministerial appointments, including membership of the NHMRC Research Committee (2022-24) and the National Health and Medical Research Council (2024-27).



Vice-President (Corporate Services), Jonathan Pheasant

Jonathan Pheasant has been Vice-President Corporate Services and Chief Operating Officer at Flinders since October 2025. The broad Corporate Services Portfolio encompasses People & Culture, Finance and Procurement Services, Information Technology, Sustainability, Building & Property, Student Accommodation, College Services and the University Library. Jonathan previously held senior roles at the University of Canberra, ANU, UNSW Sydney and The University of Adelaide, and also worked in telecommunications and events organisations, and served as an Officer in the Royal Australian Navy. He is a graduate of the Australian Institute of Company Directors, holds a Bachelor of Science and Graduate Diploma in Commerce, and a Master of Business Administration. Jonathan succeeded Mark Gregory, who was Vice-President (Corporate Services) from 3 January 2017 to 7 October 2025.



Chief Financial Officer, Richard Porter

Richard Porter brings extensive expertise in corporate governance, finance, business strategy, property, and investment management, having held CEO and CFO positions across various sectors. He is a graduate of The University of Adelaide and the University of South Australia, holding a Bachelor of Economics and an MBA. Additionally, he is a Certified Practising Accountant and an experienced non-executive board director. In his role at Flinders University, Mr. Porter oversees the finance and procurement functions, including financial reporting, operations, investments, procurement, tax, and financing.



Chief of Staff, Jayne Flaherty

Jayne Flaherty joined Flinders University in October 2022 as Chief of Staff. She has previously led strategic communications, policy and government relations functions across the Department of the Premier and Cabinet, BankSA, ASC and RAA. She brings industry experience in defence, financial services, tourism, higher education and the public sector. Ms Flaherty is a graduate of The University of Adelaide and University of South Australia, holding a Bachelor of Arts (Psychology and Cultural Studies), a Master of Communication Management and a Master of Marketing. She is also an experienced non-executive director and graduate of the Australian Institute of Company Directors.



General Counsel and University Secretary, Marc Davies

Marc Davies is a legal, risk and governance professional, with international experience in commercial and higher-education sectors. He has a passion for good corporate governance, the importance of trust and integrity in decision making, and the value proactive risk management can add to an organisation. Marc has advised on significant transactions across a range of diverse industries and brings significant expertise to the University in corporate governance, commercial transactions, public integrity and accountability laws, and commercialising the results of research. He is an experienced lawyer and non-executive director, and a graduate of the Australian Institute of Company Directors and the Governance Institute of Australia.



Vice-President and Executive Dean, College of Business, Government and Law, Professor Michael Gilding

Professor Michael Gilding joined the College of Business, Government and Law in 2021, leading an extensive program of educational renewal and research concentration and scale. He is a member of the national board of the Centre for Social Impact, a former member of the National Education Committee of the Australian Institute of Company Directors, and a former President of The Australian Sociological Association. Professor Gilding is an economic sociologist, with particular expertise in the creation of new markets and intergenerational business families, and has published across multiple disciplines, including management, entrepreneurship, sociology, politics, public administration, criminology, communications and history.



Vice-President and Executive Dean, College of Education, Psychology and Social Work, Professor Deborah West

Professor Deborah West accepted the role as Vice President and Executive Dean after a period as interim Deputy Vice-Chancellor (Students). As Pro Vice-Chancellor Learning and Teaching Innovation she led the Centre for Innovation in Learning and Teaching at Flinders University. She applies sociological and social work perspectives to her research across the juvenile justice system, domestic and family settings, and the use of technology to enhance curriculum design and teaching practice. She has recently focused on work which supports veterans’ successful transition into higher education, and the role of technology in curriculum design and teaching practice.



Vice-President and Executive Dean, College of Humanities, Arts and Social Sciences, Professor Peter Monteath

Professor Peter Monteath taught history extensively in Australia at The University of Queensland, Griffith University, Deakin University, The University of Western Australia and The University of Adelaide, before coming to Flinders University. He has also been an adjunct professor at St. Louis University in Missouri in the US and the Technical University of Berlin, where he was an Alexander von Humboldt Fellow. He finished his time as a Senior Executive Team member in October 2025.



Vice-President and Executive Dean, College of Nursing and Health Sciences, Professor Tracy Humphrey

Professor Tracy Humphrey is a clinical academic deeply committed to improve health outcomes through education, research and workforce transformation, with a strong record of leadership across large and complex health faculties in Australia and the UK. Her expertise spans nursing, midwifery and allied health education, where she achieved considerable success in advancing research performance and workforce development. Her distinguished career encompasses senior roles in government, the National Health Service in the UK, the University of South Australia, University of Queensland and Edinburgh Napier University, reflecting her broad impact across education, research, policy and clinical service reform. Professor Michelle Miller was Interim Vice-President and Executive Dean from 4 December 2024 to 1 September 2025.



Vice-President and Executive Dean, College of Medicine and Public Health, Professor Jonathan Craig

Professor Jonathan Craig has made substantial contributions to kidney disease research, including leading the formation of state, national and international trial networks, and being instrumental in the development of best-practice methods and guidelines. He is a Fellow of the Australian Academy of Health and Medical Sciences, a past member of a WHO expert review panel for public health and has served on the National Health and Medical Research Council’s Health Impact Committee, the Pharmaceutical Benefits Advisory Committee, and the Highly Specialised Drugs Program. He currently serves as Chair of the Medical Services Advisory Committee.

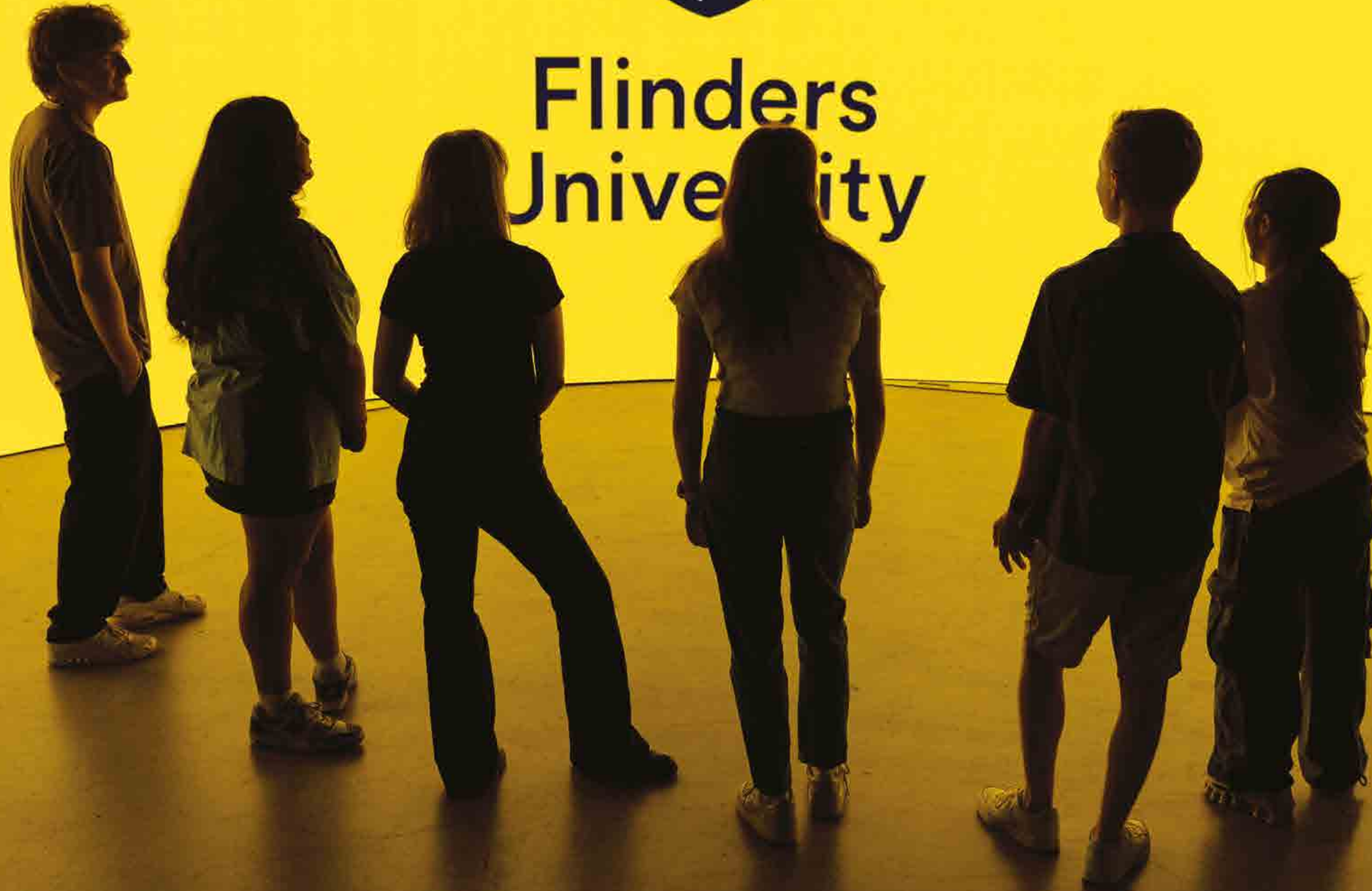


Vice-President and Executive Dean, College of Science and Engineering, Professor Alistair Rendell

Professor Alistair Rendell joined Flinders University in 2019 following a 23-year career with the Australian National University, including more than five years as Director of the Research School of Computer Science where he oversaw a near trebling of its size. He has significant experience in both academic leadership and high performance computing research. With an undergraduate degree in chemistry and a PhD in theoretical chemistry he has made contributions to several widely used computational chemistry software packages, and is part of a US-based team developing software for the world’s fastest computer. Professor Alistair Rendell finished on 3 October and formally retired on 8 December 2025. Professor Raymond Chan was appointed Interim Vice-President and Executive Dean from 3 October.



Flinders
University



Financial performance statement

for the year ended 31 December 2025

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Income statement				
Total income from continuing operations	775,809	699,979	758,265	691,016
Total expenses from continuing operations	748,978	692,090	738,579	684,132
Operating result	26,831	7,889	19,686	6,884
Operating margin	3.5%	1.13%	2.6%	1.0%
Balance sheet				
Net assets	1,004,285	970,242	994,133	970,212
Current ratio	1.73	1.67	1.70	1.69

The University recorded an operating surplus of \$19.7m for 2025 (\$26.8m consolidated), pleasingly exceeding budget expectations. The result reflects the initial successful contribution of the Flinders City Campus (FCC) and the continued growth in research activity, supported by ongoing investment including the recently opened Health and Medical Research Building (HMRB). It also demonstrates the effectiveness of the University’s response to challenges with international student recruitment, particularly those associated with travel access to Australia impacting students’ ability to commence on-campus study as planned.

Total revenue of \$758.0m increased by \$67.2m from the prior year. Australian Government funding rose by \$36.3m, reflecting growth in student load across teaching and research activities. Fees and charges increased by \$28.6m to \$205.8m, supported by sustained demand from full fee paying international students. State and local government funding remained broadly consistent with 2024. Investment and interest revenue moderated, reflecting prevailing market conditions and the implementation of the University’s investment strategy.

Overall expenditure was \$738.6m, representing a rise of \$54.5m from 2024. Employee expenses increased by \$24.6m to \$429.4m, reflecting enterprise agreement salary increases, role progression, and additional academic staffing to support growth in teaching and research. Depreciation and amortisation rose by

\$5.0m following the capitalisation of new buildings and infrastructure during the year. Borrowing costs increased by \$4.2m, driven by financing associated with the HMRB and the FCC lease.

Total assets were \$1,728.2m as of 31 December 2025, representing an increase of \$62.6m from 2024. Cash and term deposits increased by \$25.8m to \$314.1m, consistent with the University’s strategy to maintain higher cash balances under its investment approach. Non current financial assets rose by \$24.3m following the rebalancing of investments into managed funds, partially offset by movements in fair value. Property, plant and equipment increased by \$24.1m, primarily reflecting the independent valuation of land, buildings, and infrastructure, which resulted in an increase of \$15.6m in 2025.

Liabilities increased to \$734.0m, up \$38.7m from 2024. The increase was driven by higher contract liabilities associated with government grants and student fees received in advance, increased pre paid rent obligations, and borrowings related to the HMRB and the FCC.

The University’s overall financial stability provides a sound platform to progress the priorities outlined in the recently released Agenda 2035 Strategic Plan. This is supported by established governance arrangements that underpin effective financial oversight, that positions the University well to respond to the ongoing geopolitical and structural changes being experienced across the higher education sector.

Income statement

for the year ended 31 December 2025

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Revenue and income from continuing operations				
Australian Government financial assistance				
Australian Government grants	354,012	308,559	344,873	308,559
HELP - Australian Government payments	122,054	110,138	122,054	110,138
State and local Government financial assistance	17,485	17,404	17,485	17,404
HECS-HELP - Student Payments	9,512	7,728	9,512	7,728
Fees and charges	205,843	177,340	205,793	177,245
Investment revenue	18,526	18,639	18,014	18,399
Royalties, trademarks and licences	140	150	137	140
Consultancy and contracts fees	14,503	16,840	14,309	16,286
Other revenue	27,977	33,508	20,331	25,444
Gains on disposal of assets	420	287	420	287
Other investment gains	5,337	9,386	5,337	9,386
Total revenue and income from continuing operations	775,809	699,979	758,265	691,016
Expenses from continuing operations				
Employee related expenses	439,412	414,072	429,405	404,780
Depreciation and amortisation	62,348	57,351	62,146	57,185
Repairs and maintenance	25,494	24,304	25,573	24,172
Borrowing costs	16,740	12,514	16,740	12,514
Impairment of assets	1,306	309	94	309
Other expenses	203,678	183,540	204,621	185,172
Total expenses from continuing operations	748,978	692,090	738,579	684,132
Net result from continuing operations	26,831	7,889	19,686	6,884
Net result attributable to				
University	26,299	7,159	19,686	6,884
Non-controlling interest	532	730	-	-
Total	26,831	7,889	19,686	6,884

Statement of comprehensive income

for the year ended 31 December 2025

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Net result for the period	26,831	7,889	19,686	6,884
Items that will not be reclassified to profit or loss:				
Gain / (loss) on revaluation of land, buildings, library and artworks	15,645	-	15,645	-
Gain / (loss) on equity instruments designated at fair value through other comprehensive income	(8,433)	(9,111)	(11,410)	(9,111)
Total comprehensive income	34,043	(1,222)	23,921	(2,227)
Total comprehensive income attributable to:				
University	33,511	(1,952)	23,921	(2,227)
Non-controlling interest	532	730	-	-
Total	34,043	(1,222)	23,921	(2,227)

Statement of financial position

for the year ended 31 December 2025

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Assets				
Current assets				
Cash and cash equivalents	314,866	234,669	304,130	228,246
Receivables	21,615	22,487	26,234	25,859
Contract Assets	3,823	2,306	3,823	2,306
Inventories	267	298	263	298
Other financial assets	19,000	60,000	10,000	60,000
Other non-financial assets	14,110	15,690	14,018	15,627
Total current assets	373,681	335,450	358,468	332,336
Non-current assets				
Receivables	53,419	55,997	53,419	55,997
Other financial assets	167,601	143,050	168,591	144,275
Property, plant and equipment	1,115,141	1,090,822	1,113,478	1,089,365
Investment properties	11,750	11,925	11,750	11,925
Intangible assets	21,576	30,736	21,576	30,640
Other non-financial assets	947	1,079	947	1,079
Total non-current assets	1,370,434	1,333,609	1,369,761	1,333,281
Total assets	1,744,115	1,669,059	1,728,229	1,665,617
Liabilities				
Current liabilities				
Trade and other payables	46,105	44,298	45,351	41,678
Borrowings	6,858	4,934	6,858	4,934
Provisions	38,047	35,800	37,372	35,203
Other liabilities	1,762	822	1,979	1,029
Contract liabilities	123,177	114,448	118,953	114,200
Total current liabilities	215,949	200,302	210,513	197,044
Non-current liabilities				
Trade and other payables	2,239	2,986	2,239	2,986
Borrowings	352,018	347,779	352,018	347,779
Provisions	62,991	65,207	62,693	65,053
Contract liabilities	61,722	51,152	61,722	51,152
Other liabilities	44,911	31,391	44,911	31,391
Total non-current liabilities	523,881	498,515	523,583	498,361
Total liabilities	739,830	698,817	734,096	695,405
Net assets	1,004,285	970,242	994,133	970,212
Equity				
University interest				
Reserves	236,223	229,011	236,999	232,764
Retained earnings	766,123	739,824	757,134	737,448
University interest	1,002,346	968,835	994,133	970,212
Non-controlling interest	1,939	1,407	-	-
Total equity	1,004,285	970,242	994,133	970,212

Statement of changes in equity

for the year ended 31 December 2025

Consolidated	Reserves \$'000	Retained Earnings \$'000	University Interest \$'000	Non- controlling Interest \$'000	Total \$'000
Balance as at 1 January 2024	238,122	732,665	970,787	677	971,464
Net result	-	7,159	7,159	730	7,889
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	(9,111)	-	(9,111)	-	(9,111)
Total comprehensive income	9,111)	7,159	(1,952)	730	(1,222)
Balance at 31 December 2024	229,011	739,824	968,835	1,407	970,242
Balance at 1 January 2025	229,011	739,824	968,835	1,407	970,242
Net Result	-	26,299	26,299	532	26,831
Gain on revaluation of land, buildings, infrastructure, library and artwork	15,645	-	15,645	-	15,645
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	(8,433)	-	(8,433)	-	(8,433)
Total comprehensive income	7,212	26,299	33,511	532	34,043
Balance at 31 December 2025	236,223	766,123	1,002,346	1,939	1,004,285

University	Reserves \$'000	Retained Earnings \$'000	Total \$'000
Balance as at 1 January 2024	241,875	730,564	972,439
Net result	-	6,884	6,884
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	(9,111)	-	(9,111)
Total comprehensive income	(9,111)	6,884	(2,227)
Balance at 31 December 2024	232,764	737,448	970,212
Balance at 1 January 2025	232,764	737,448	970,212
Net Result	-	19,686	19,686
Gain on revaluation of land, buildings, infrastructure, library and artwork	15,645	-	15,645
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	(11,410)	-	(11,410)
Total comprehensive income	4,235	19,686	23,921
Balance at 31 December 2025	236,999	757,134	994,133

Statement of cash flows

for the year ended 31 December 2025

	Consolidated		University	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash flows from operating activities				
Australian Government Grants	476,057	418,157	466,917	418,157
OS HELP (net)	(1,493)	1,225	(1,493)	1,225
Commonwealth Prac Payment (net)	(332)	-	(332)	-
Superannuation Supplementation	3,020	3,117	3,020	3,117
State Government Grants	17,290	17,349	17,290	17,349
Local Government Grants received	156	56	156	56
HECS HELP Student payments	9,512	7,728	9,512	7,728
Receipts from student fees and other customers	282,256	309,540	273,343	300,778
Dividends received	1,275	1,777	1,275	1,777
Interest received	14,075	14,085	14,075	14,085
Other investment income	2,664	2,470	2,664	2,470
GST recovered/paid	14,648	15,602	14,648	15,602
Payments to suppliers and employees (inclusive of GST)	(677,589)	(653,547)	(673,399)	(647,043)
Interest and other costs of finance	(10,170)	(3,670)	(10,170)	(3,670)
Net cash provided by/(used in) operating activities	131,369	133,889	117,506	131,631

Cash flows from investing activities				
Proceeds from sale of property, plant and equipment, intangibles and other long term assets	426	1,096	426	1,096
Proceeds from sale of investment	50,000	12,337	50,000	12,337
Other investing outflows	23	(405)	23	(407)
Purchase of property, plant and equipment, intangibles and other long term assets	(59,942)	(97,842)	(59,536)	(97,187)
Payments for financial assets	(39,372)	(3,757)	(30,372)	(3,757)
Loans to related parties	-	-	-	-
Repayments of loans by related parties	-	-	144	172
Net cash provided by/(used in) investing activities	(48,865)	(88,571)	(39,315)	(87,746)

Cash flows from financing activities				
Proceeds from borrowings	-	10,422	-	10,422
Repayment of lease liabilities	(2,307)	(1,568)	(2,307)	(1,568)
Net cash provided by/(used in) financing activities	(2,307)	8,854	(2,307)	8,854
Net increase/(decrease) in cash and cash equivalents	80,197	54,172	75,884	52,739
Cash and cash equivalents at beginning of year	234,669	180,497	228,246	175,507
Cash and cash equivalents at end of financial year	314,866	234,669	304,130	228,246
Financing arrangements				
Non cash financing and investing activities				

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT



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To the Chancellor
Flinders University

Opinion

I have audited the financial report of Flinders University and the consolidated entity comprising Flinders University and its controlled entities for the financial year ended 31 December 2025.

In my opinion the accompanying consolidated financial report has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, the *Higher Education Support Act 2003* and Australian Accounting Standards, including:

- a) giving a true and fair view of the financial position of Flinders University and its controlled entities as at 31 December 2025, its financial performance and its cash flows for the year then ended
- b) complying with Division 60 of the Australian Charities and Not-for-profits Commission Regulations 2022.

The consolidated financial report comprises:

- an Income Statement for the year ended 31 December 2025
- a Statement of Comprehensive Income for the year ended 31 December 2025
- a Statement of Financial Position as at 31 December 2025
- a Statement of Changes in Equity for the year ended 31 December 2025
- a Statement of Cash Flows for the year ended 31 December 2025
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Chancellor, President and Vice-Chancellor and the Chief Financial Officer.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the consolidated financial report' section of my report. I am independent of Flinders University and its controlled entities. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

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

Responsibilities of the President and Vice Chancellor and the Council for the financial report

The President and Vice-Chancellor is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, the *Higher Education Support Act 2003* and the Australian Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the President and Vice-Chancellor is responsible for assessing the entity's and consolidated entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The President and Vice-Chancellor is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

The Council is responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987*, I have audited the financial report of Flinders University and its controlled entities for the financial year ended 31 December 2025.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit 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 Flinders University's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the President and Vice-Chancellor
- conclude on the appropriateness of the President and Vice-Chancellor's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial report. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

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My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the President and Vice-Chancellor and the Council about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Andrew Blaskett
Auditor-General

27 May 2026



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