

# ANNUAL REPORT

## 2016



**Flinders**  
UNIVERSITY

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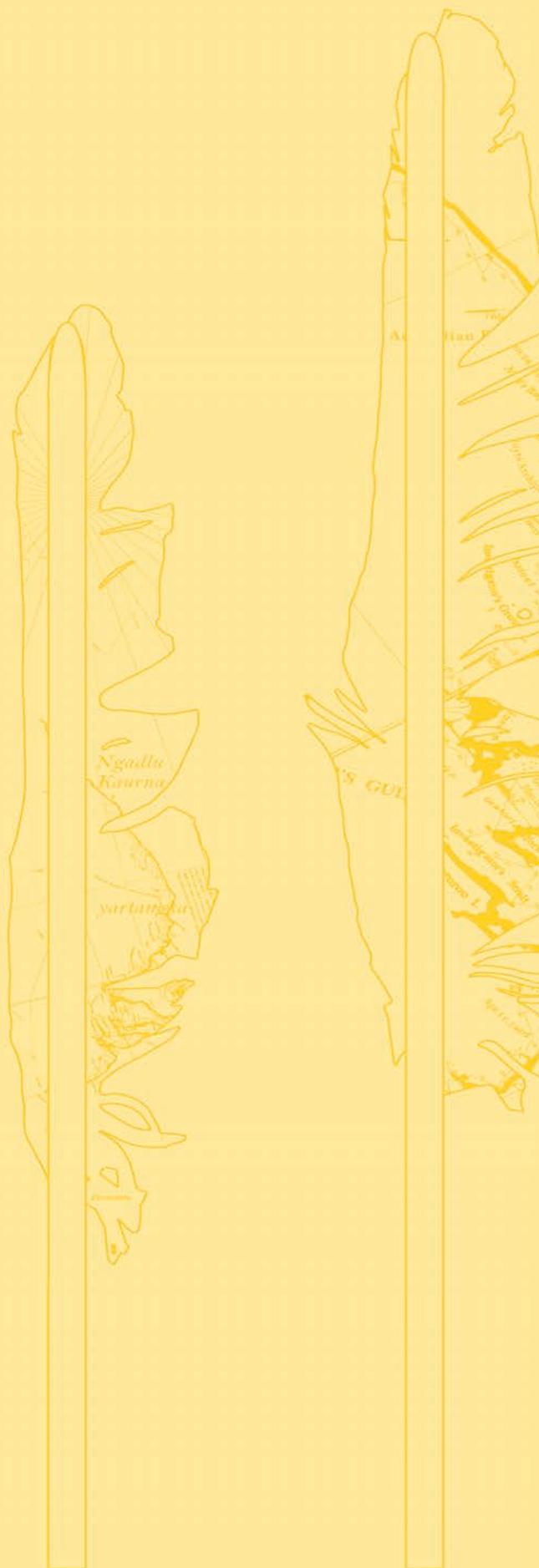
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Inside cover image: yara 2016 (design detail) © Judy Watson (Waanyi)  
Site specific work of art commissioned to commemorate the University's 50th anniversary, produced in powder coated 6mm mild steel plate.





OUR VISION

*To be internationally recognised as a world leader in research, an innovator in contemporary education, and the source of Australia's most enterprising graduates.*

OUR MISSION

*Changing lives and changing the world.*

“SINCE NEITHER BIRTH NOR FORTUNE HAVE FAVOURED ME,  
MY ACTIONS SHALL SPEAK TO THE WORLD.”

– *Matthew Flinders, 1804*

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# CHANCELLOR'S REVIEW



**Mr Stephen Gerlach AM**  
Chancellor

As Flinders University celebrated its 50th anniversary with deserved fanfare in 2016, those of us responsible for guiding and developing the future of our University were already designing the roadmap for the next 50 years.

One of the most important roles of a governing body is to set and approve the direction for the entity and people it serves. This role occupied much of the time and energy of the management of the University and of its Council in late 2015 and early 2016, culminating in the release in May of the Flinders University strategic plan, *Making a Difference – The 2025 Agenda*. Well received within and beyond the University, it was pleasing to see good progress made within the University to deliver on its strategic objectives.

*Making a Difference* sets ambitious targets for achievements and progress in education and research, with the ultimate goal of our joining the top 1 per cent of the world's universities by 2025. Its formula for reaching that goal is the establishment of four pillars we have deemed critical to the University's growth, and the core values that characterise how we approach our work, our partners and each other in pursuit of our objectives.

'People and Culture' was deemed the first and most important pillar, for the interest of all members of the Flinders community must be our highest priority. 'Research' and 'Education' are second and third pillars, with activity in those areas driving and encouraging the ideas, efforts and innovations that will enable our staff and students to prosper and succeed. The fourth pillar is 'Engagement and Impact', which outlines and reinforces how we can and must collaborate among ourselves and with government, industry and our research and education colleagues and other stakeholders if our work is to have a real impact on our world and its future. I am confident that the plan provides a blueprint for activity to ensure that by 2025 we have made, and continue to make, a difference.

I would like to take this opportunity to acknowledge noted Flinders University staff members who have made a difference over many years. While our academic staff do not work to gain

public recognition, it is pleasing when their contributions are acknowledged through awards such as the Australia Day and Queen's Birthday Honours. In January 2016, illicit drug expert and Flinders adjunct academic Associate Professor Paul Pigou received a 2016 Australia Day Medal for his contributions to forensic science in South Australia. In June, Professor Fran Baum and Professor Colin Raston became Officers in the General Division (AO) in the Queen's Birthday Honours List for their distinguished service, Fran as a public health researcher and advocate and Colin for his seminal contributions to the field of chemistry. In addition, ophthalmology educator Dr Jason Booth and social policy expert Professor Adam Graycar became Members of the Order of Australia (OAM).



Public health, chemistry, ophthalmology and social policy are four of the countless ways our University's people are contributing to the research, evidence and debate that is determining what people think about, how we act, and where we will be in 2025 and beyond. I can think of no greater possible contribution from an organisation such as ours.

My thanks go to my Council colleagues, President and Vice-Chancellor Professor Colin Stirling, and our staff who are driving this work and who have contributed so much to our success throughout the year. We are at the end of our 50th anniversary year a stronger, more robust and dynamic institution than we were 12 months ago, and I look forward to further progress in the year ahead.

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# VICE-CHANCELLOR'S REVIEW



**Professor Colin J. Stirling**  
President and Vice-Chancellor

2016 was an extraordinary year for all of us at Flinders University as we celebrated our 50th anniversary. There were many opportunities for us to look back on the remarkable legacy and achievements of our alumni and both past and present staff members. But we also look to the future with our new strategic plan, the 2025 Agenda, and the opening of our award-winning Plaza and Student Hub.

The 50th celebrations began in January with the announcement of our new Matthew Flinders Fellowship program, which created 12 new prestigious research positions to strengthen our leadership in strategic areas. Renowned researchers in fields ranging from chemistry to public policy joined the University: economics and public policy expert Strategic Professor John Spoehr, genetic psychologist Dr Sarah Cohen-Woods, historian Professor Christine Winter and evolutionary biologist Dr Mike Lee, chemist Professor Mats Andersson and political scientist Professor Christian Leuprecht and ecologist Professor Corey Bradshaw. Associate Professor Anand Ganesan (cardiology-hypertension), Associate Professor Stuart Brierley (gastrointestinal neuroscience) and Associate Professor Rosalie Grivell (maternal foetal medicine) are Fellows within the School of Medicine. The

Matthew Flinders Fellowship program will continue with more appointments already in the pipeline.

Our researchers have contributed ground-breaking research findings and discoveries across our four faculties, including a breakthrough in criminal investigations, in which glass fragment trace elements and isotopes have been used to match gunshot residue with specific brands of ammunition; a new and simple test to pick up early signals of motor neurone disease; and research to avoid the extinction of endangered fish species. Flinders' leadership of the Australian Child Wellbeing Project saw Associate Professor Gerry Redmond present startling analysis showing scant policy attention was being given to the physical and mental welfare of 8 to 14 year olds despite many being bullied, going hungry and missing school, prompting a Senate motion in Federal Parliament.

Many of our staff have won notable recognition for their work including Associate Professor Karen Burke da Silva who was named Australian University Teacher of the Year by Minister Simon Birmingham for her innovative Scientists leading Scientists program, and Associate Professor Saleh Kutieleh, who led the University's Introductory Academic Program which received a second coveted award for Global Citizenship and Internationalisation. Ophthalmologist Professor Keryn Williams was named a fellow of the Australian Academy of Health and Medical Sciences, and Professor Karen Reynolds, Director of the Medical Device Partnering Program, became the first woman to receive Engineers Australia's prestigious David Dewhurst medal for biomedical engineering. Meanwhile, I was delighted to present ten up-and-coming PhDs with Vice-Chancellor's



Awards for Early Career Researchers to recognise and encourage their achievements – amongst them Dr Joshua Newman from Social and Behavioural Sciences for his analysis of evidence-based policy in the public service and Dr Sonja Vivienne from Education, Humanities and Law for her research into empowerment and gender diverse selfies.

In December, we learned that Flinders had secured more than \$3.8 million for five National Health and Medical Research Council project grants for investigations into issues including heart problems in people with mental illnesses, how to quickly identify heart attacks, and easing internal pain without opiate drugs. In addition, Matthew Flinders Fellow Associate Professor Brierley was awarded a Career Development Fellowship to explore the causes of and possible treatments for chronic pain, Professor John Arkwright received a Development Grant for research into obstructive sleep apnoea, and Dr Shailesh Bihari earned an Early Career Fellowship for intravenous drip research.

Our determination to create and extend strategic international partnerships was a major focus of our work in 2016. We now have

agreements in place that will facilitate opportunities for Flinders students and staff to study at three leading universities in India and bring Indian students to our South Australian campuses, and boost research and exchange opportunities for staff and students with China's Central South University.

We also signed important new agreements with The University of Genoa in Italy, Italian shipbuilder Fincantieri and four of France's leading Graduate Schools of Engineering to capitalise on opportunities emerging through South Australia's globally acknowledge defense industry expertise. Expanding relationships with industry and government have also led to the launch of the Flinders Digital Health Research Centre, with support from the South Australian Government and Cisco Systems Australia, at our increasingly busy Tonsley campus.

A proposed extension of the Tonsley rail line to the Bedford Park campus was announced by the Prime Minister, Malcolm Turnbull, during his visit to Tonsley in May 2016. This new infrastructure will connect the Flinders health and education precincts to the city and the Tonsley campus when construction is complete at the end of 2018.

In May, we released the strategic plan that will form the basis of our activity until 2025, and in doing so set the directions for our University for many years beyond. The targets of Making a Difference – The 2025 Agenda, set a bold course to take us to the top 1 per cent of universities in the world. Given the impressive commitment of our staff and post-graduate and undergraduate students, I am extremely confident that our efforts during 2016 have set a standard that will enable us to reach our goal.

**Above**

Flinders' iconic Tonsley building proudly showcased the University's 50th Anniversary in 2016

# FLINDERS 201

2016 SOUTH AUSTRALIAN  
INTERNATIONAL STUDENT OF THE YEAR\*

**DR EMMANUEL ITA BASSEY**

\*Study Adelaide



2016 AUSTRALIAN UNIVERSITY  
TEACHER OF THE YEAR\*

**ASSOCIATE PROFESSOR  
KAREN BURKE DA SILVA**

\* Australian Government Department of Education and Training

2016 FUNDRAISING

**\$1.3m**

RAISED AND PLEDGED

50TH ANNIVERSARY PUBLICATION  
THE INVESTIGATOR TRANSFORMED

DIGITAL  
CAMPAIGN  
REACH

FACEBOOK **357,799**  
TWITTER **61,955**

HUB AND PLAZA OPENING

**1,750**

ATTENDEES

ONLINE REACH 3.2m

**#FLINDERS**

9TH HIGHEST TRENDING TWITTER  
HASH TAG NATIONALLY ON THE DAY

**76,905**

VISITORS TO THE  
50TH WEBSITE



2016 INDIGENOUS  
STUDENT OF THE YEAR\*

**MR IAN LEE**

\*Australian Indigenous Doctors' Association

PM MALCOLM TURNBULL

UNVEILS MATTHEW FLINDERS  
STATUE AT TONSLEY

9 OFFSHORE PROGRAMS

— RATED NO. 1 IN AUSTRALIA —

ACROSS 9 INTERNATIONAL STUDENT BAROMETER  
CATEGORIES FOR INTERNATIONAL STUDENT EXPERIENCE

International Student Barometer 2016

**4,666**

INTERNATIONAL STUDENTS

# 6 HIGHLIGHTS

**#1** in Australia for student support

International Student Barometer 2016 (Overall Support benchmark).

**NATIONAL WINNER**  
**MEETING & EVENTS AUSTRALIA AWARD**  
SPECIAL EVENT OF THE YEAR  
HUB AND PLAZA OPENING



**TOP 3**   
**IN AUSTRALIA**  
for arrival support

International Student Barometer 2016

**WORLD'S No. 3**

for welcoming international students



International Student Barometer 2016

**THINKING BEYOND**

**NEW INNOVATION AND ENTERPRISE COURSES**

POWERED BY PRESTIGIOUS US  
FOX SCHOOL OF BUSINESS

**SPRINGFEST** 

**BIGGEST EVER COMMUNITY EVENT ON CAMPUS**

**6,000+ ATTENDEES** | **DIGITAL CAMPAIGN REACHED 700K+ PEOPLE**

**FACEBOOK LIVE EVENT REACHING 94,928**

**25,180**

**CURRENT STUDENTS**

**ICEBREAKER** 

**LARGEST BUSINESS NETWORKING EVENT IN THE SOUTHERN HEMISPHERE**

**ONLINE REACH**

**+850K**

**1,062**

**ATTENDEES**

**18,000+**

**ART GALLERY ATTENDEES**  
FLINDERS UNIVERSITY ART  
MUSEUM CITY GALLERY

**1,666** **ALUMNI REUNION ATTENDEES**

**18 DOMESTIC AND 5 INTERNATIONAL**

# KEY STATISTICS

## STUDENT AND STAFF NUMBERS - FIVE YEAR FIGURES

|  | 2012   | 2013   | 2014   | 2015   | 2016   |
|--|--------|--------|--------|--------|--------|
| <b>STUDENT NUMBERS</b>                   |        |        |        |        |        |
| Australian                               | 17,978 | 19,302 | 20,444 | 20,154 | 20,514 |
| International                            | 3,807  | 3,903  | 4,241  | 4,565  | 4,666  |
| Onshore                                  | 2,445  | 2,336  | 2,528  | 2,722  | 3,023  |
| Offshore                                 | 1,362  | 1,567  | 1,713  | 1,843  | 1,643  |
| Total                                    | 21,784 | 23,205 | 24,684 | 24,719 | 25,180 |
| <b>Gender</b>                            |        |        |        |        |        |
| Female Students                          | 13,956 | 14,782 | 15,558 | 15,620 | 16,046 |
| Male Students                            | 7,828  | 8,423  | 9,126  | 9,099  | 9,133  |
| Indeterminate/Intersex/Unspecified       |        |        |        |        | 1      |
| Total                                    | 21,784 | 23,205 | 24,684 | 24,719 | 25,180 |
| <b>STAFF (FTE)</b>                       |        |        |        |        |        |
| Academic                                 | 831    | 856    | 873    | 874    | 844    |
| Non-Academic                             | 1,097  | 1,153  | 1,198  | 1,207  | 1,115  |
| Total                                    | 1,928  | 2,010  | 2,071  | 2,081  | 1,958  |
| <b>Student Staff Ratio</b>               | 17.79  | 17.91  | 18.28  | 18.45  | 18.75  |
| <b>HIGHER DEGREE RESEARCH ENROLMENTS</b> |        |        |        |        |        |
| Masters Research                         | 123    | 116    | 113    | 101    | 93     |
| PhD                                      | 908    | 975    | 1,056  | 1,078  | 1,086  |
| Total                                    | 1,031  | 1,091  | 1,169  | 1,179  | 1,179  |

Notes on Student Staff Ratio calculation:

- (i) Includes all Flinders University FT/FFT and Casual Staff FTE (2015 casuals are provisional only) but excludes all staff with a "Research Only" work function.
- (ii) Student Load based on all onshore and offshore load at all levels (including Higher Degree Research)

## FINANCIAL - KEY FIVE YEAR FIGURES

|   | 2012           | 2013           | 2014           | 2015           | 2016           |
|---|----------------|----------------|----------------|----------------|----------------|
|   | \$'000s        | \$'000s        | \$'000s        | \$'000s        | \$'000s        |
| <b>UNIVERSITY - CONSOLIDATED RESULTS</b>            |                |                |                |                |                |
| <b>Income</b>                                       |                |                |                |                |                |
| Teaching  | 237,507        | 270,129        | 292,343        | 314,875        | 333,825        |
| Research  | 80,663         | 88,938         | 81,061         | 82,416         | 80,565         |
| Other Government (Non research)                     | 32,719         | 32,618         | 32,992         | 27,523         | 27,094         |
| Investment  | 18,454         | 19,816         | 10,099         | 7,872          | 9,884          |
| Other   | 33,783         | 25,177         | 25,624         | 33,623         | 38,827         |
| <b>Total Income</b>                                 | <b>403,126</b> | <b>436,677</b> | <b>442,117</b> | <b>466,308</b> | <b>490,195</b> |
| <b>Total Expenses</b>                               |                |                |                |                |                |
|   | 371,693        | 402,316        | 429,955        | 451,960        | 462,609        |
| <b>Net Result</b>                                   | <b>31,433</b>  | <b>34,361</b>  | <b>12,162</b>  | <b>14,348</b>  | <b>27,586</b>  |
| <b>Operating Margin</b>                             | <b>7.8%</b>    | <b>7.9%</b>    | <b>2.8%</b>    | <b>3.1%</b>    | <b>5.6%</b>    |
| <b>UNIVERSITY - CONSOLIDATED FINANCIAL POSITION</b> |                |                |                |                |                |
| <b>Assets</b>                                       |                |                |                |                |                |
| Cash & Term Deposits                                | 171,018        | 179,823        | 77,545         | 56,957         | 75,800         |
| Investments   | 65,114         | 60,392         | 58,228         | 64,605         | 69,768         |
| Property, Plant & Equipment                         | 396,284        | 436,824        | 545,676        | 587,761        | 602,093        |
| Other Assets  | 82,270         | 83,876         | 104,563        | 101,884        | 99,325         |
| <b>Total Assets</b>                                 | <b>714,686</b> | <b>760,915</b> | <b>786,012</b> | <b>811,207</b> | <b>846,986</b> |
| <b>Total Liabilities</b>                            |                |                |                |                |                |
|   | 126,232        | 132,343        | 146,400        | 152,586        | 148,995        |
| <b>Net Assets</b>                                   | <b>588,454</b> | <b>628,572</b> | <b>639,612</b> | <b>658,621</b> | <b>697,991</b> |
| <b>Current Ratio</b>                                | <b>4.1</b>     | <b>3.5</b>     | <b>1.9</b>     | <b>1.2</b>     | <b>1.4</b>     |

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# UNIVERSITY COUNCIL



**Pictured from left to right:** Mr Caleb Pattinson, Ms Simone Jowett, Professor Eimear Muir-Cochrane, Mr Stephen Gerlach AM, Professor Colin Stirling, Mr Douglas Gautier AM, Mr Austin Taylor, Mrs Leonie Clyne OAM, Ms Kathy Gramp, Mr Stephen Hains, Professor Brenda Wilson, Ms Elizabeth Perry



**Absent:** Dr Grant Banfield, Dr Kwan Leung Chia, Ms Debra Hackett, Professor Leon Lack, Mrs Peggy Lau Flux, Dr Clare McCarty, Professor Göran Roos, Ms Pam Smith, Mrs Christine Zeitz

# NEW PLAZA AND STUDENT HUB A SYMBOL OF THE MODERN FLINDERS



The University's spectacular Plaza and Student Hub at Bedford Park has already exceeded expectations.

Officially opened on 18 March 2016, the \$63 million facility quickly became a hive of activity and a symbol of our ongoing development and transformation as an institution. It is sophisticated but functional, combining new technology and services with old-fashioned values, and makes the best of the campus's natural setting.

It is in every way representative of the modern Flinders.

Students, staff and visitors are singing the Hub's praises, and it is creating great interest around the country.

Just two months after the opening, contractor Lendlease won the Professional Excellence Award in the

Australian Institute of Building's 2016 SA Excellence in Building Awards, then in November the development won the Facilities Innovation Award at the Australian Financial Review Higher Education Summit.

The Summit judges described it as an 'impressive project that has truly delivered on its aims' and that 'genuinely transforms the heart of the Bedford Park campus'. That was always the aim for one of the highest profile transformation projects the University has undertaken since its establishment in 1966.

'The Hub's cutting-edge design is influenced by the latest research, which demonstrates that the best education occurs when students learn from each other – discussing, challenging, debating and testing ideas,' Vice-

Chancellor Professor Colin Stirling said at the official launch.

'This inspirational environment will support and stimulate collaborative learning activities by providing comfortable spaces equipped with the latest technology, offering students a modern, rich and rewarding learning experience.'

The project was very much a team effort. First the University consulted widely, even running a year-long competition to allow students to pitch their ideas for possible inclusion in the final design.

Next, came close and effective collaboration with Lendlease to deliver a standout result in just over a year, despite the unique challenges associated with undertaking a major



building project in the middle of a busy campus. Meticulous planning was needed to maintain safe access around and sometimes through the construction site.

The tight schedule also inspired some innovations. 'During the initial design phase, we encouraged the design team to reuse as much of the existing structures as possible which overall provided a faster construction program and the ability for the ground floor areas of the existing Union Building to continue operating during construction,' said Construction Manager Matthew Gooding.

The new and refurbished areas cover around 11,000 m<sup>2</sup> in total. The Hub incorporates a retail precinct, student associations, a range of spaces for individual and group study and a

super-fast Wi-Fi network. The adjoining amphitheatre-style Plaza can seat 2000 people and includes a 21-metre-square LED super screen.

Sustainability features include natural ventilation, chilled beams, a 100KW solar panel system to help offset energy usage, and an energy efficient building management system.

Professor Clare Pollock, Deputy Vice-Chancellor (Students), said the Hub provided students with modern facilities to encourage them to come on campus for more than just their formal scheduled classes.

'We believe that their educational experience will be richer and the extended networks that grow from this will help them in their professional and social lives,' she said. 'We want

our students to feel at home here, and a key part of our vibrant University community.'

**Above left**

Official opening of Plaza and Student hub – 18th March, 2016.

**Above right**

Kaurna elder Stephen Gadlabarti Goldsmith with a coolamon of native leaves sourced from the Flinders campus in preparation for the "smoking" of the Plaza and Student Hub.

TODAY ALMOST 300 ABORIGINAL AND TORRES STRAIT ISLANDER STUDENTS ARE ENROLLED IN COURSES AT THE UNIVERSITY AND A SIGN AT THE CAMPUS ENTRANCE STATES PROUDLY THAT 'WE ARE ON KAURNA LAND'.

Judy Watson's nine graceful steel feathers – entitled yara, honouring the Kaurna Ancestor spirit Tjilbruke – are three-metre sentinels running from the Registry forecourt through the Hub to amphitheatre and linked by a string of poetic text gifted by the Kaurna community and Elder Uncle Lewis Yerloburka O'Brien.



A traditional Kaurna smoking ceremony was held as part of the opening of the Plaza and Student Hub to achieve a spiritual cleansing of the site, and acknowledge the living heritage of the land and its custodians for generations to come.



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# READY TO BUILD ON A SUCCESSFUL 50 YEARS

Flinders marked its 50th anniversary in 2016 with an eye as much to its exciting future as to its exhilarating past.

As students, staff, alumni, dignitaries and friends took part in a wide range of events to celebrate our evolution from fledgling institution to internationally recognised university, two more important pieces were added to the picture.

In March, the opening of the new Plaza and Student Hub (see page 14) not only transformed student learning at Bedford Park, it expanded our engagement with the community, allowing us to invite people to the campus and creating a growing social scene based around our new restaurant and tavern.

In May, the Federal Government announced an \$85 million extension of the Tonsley rail line to Bedford Park, with a new Flinders Rail Station to be built next to Flinders Medical Centre by late 2018. For the first time, integrated public transport will link the University's main campus with our facilities at Tonsley and Victoria Square and the emerging biomedical precinct in the CBD.

The Prime Minister, Malcolm Turnbull, made the announcement at Flinders

while unveiling a new life-sized bronze statue of Matthew Flinders, which eventually will be moved to the new railway station.

It is difficult to select the highlights from a busy year of events, but the spirit of Flinders was no more evident than at the inaugural Springfest in October, when the University community and the wider community took part in a day of creativity, discovery and live performances to celebrate 50 years of exploring new ideas.

The past was more formally celebrated through Investigator Transformed, an exhibition and book looking back at the lives and achievements of noted Flinders alumni and staff – among them Professor Terry Tao, Dr Brendan Nelson, Emeritus Professor Vincent Megaw, Sir Eric Neal, Mem Fox and Scott Hicks.

On a similar note, the three-month Flinders 50 Creatives exhibition in the Adelaide Festival Centre celebrated Flinders alumni who have made their mark in theatre, film, writing, music and other creative fields – including the Centre's current CEO and Artistic Director, Douglas Gautier. Reflecting the University's increasing regional focus, Jembatan is an ongoing 50th anniversary initiative

designed to bring Australian and Indonesian communities together to encourage cross-cultural exchange and understanding. [Jembatan is Indonesian for 'bridge'.]

Jembatan events during 2016 included the inaugural Indonesian International Alumni Symposium in Yogyakarta, which was attended by Indonesia's Minister Secretary of State Professor Pratikno, who is a Flinders alumnus.

Connecting and fostering innovators and entrepreneurs, Flinders hosted the southern hemisphere's largest business networking event - Icebreaker 2016 - bringing together more than 1000 attendees at our Tonsley innovation precinct.

It is fitting that we finished our first 50 years as we plan to live our next 50: building on traditional strengths as we pursue exciting new opportunities, embracing local and global communities with equal enthusiasm, celebrating individual and collective successes, and extending our reach and impact.



**Left**  
Prime Minister, Malcolm Turnbull unveiling Matthew Flinders statue at the Tonsley campus.  
**Below**  
Flinders Alumnus Mem Fox captivated children with readings from her acclaimed books at SpringFest 2016.



**Right**  
Celebrating the launch of the Investigator Transformed at a gala launch at the Alere Function Centre.



# MAKING A DIFFERENCE

## THE 2025 AGENDA

In its 50th year, Flinders released a new Strategic Plan to direct and support its continuing emergence as a vibrant and confident university of international significance.

*Making a Difference – The 2025 Agenda* sets ambitious targets in education and research, with a clear focus on the impact the University can have for individuals and across society at large. The vision is to become one of the 10 leading universities in Australia and among the top 1 per cent in the world by 2025.

The Plan is built around four pillars – People and Culture, Research, Education, Engagement and Impact – and underpinned by a set of core values developed in consultation with the University community. More than 1150 staff and 900 students provided input through a ‘values survey’.

Releasing the Plan in May, Vice-Chancellor Professor Colin Stirling said the identified values of courage, excellence, innovation, integrity and a student-centre ethos would underpin behaviour and decision making across the University.

The future Flinders would be renowned for its campus-based educational offerings, where student accommodation, world-class research, teaching excellence and innovation facilities were incorporated in ‘one interconnected, vibrant precinct, providing an outstanding student experience’.

‘Our focus on embedding personal enterprise skills across both our curriculum and workforce will create career-ready graduates who will enhance our reputation for being innovative and engaging,’ he said.

‘We will continue our focus on extending our structured approach to start-ups to the wider community, supporting many more to develop their very own businesses and grow the economy.

‘Recent investments across our campuses have created the infrastructure we need for 21st century research and education.’

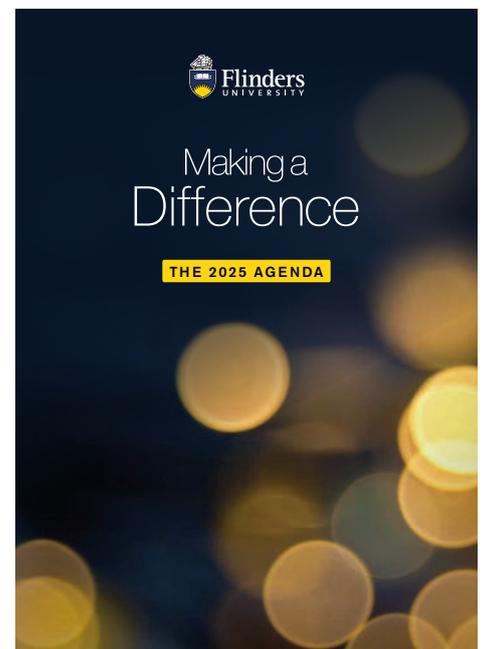
Professor Stirling said implementing the Plan would require strong financial foundations and metrics against which progress would be monitored. These would be applied throughout the University’s organisational structures so staff could see how their efforts contributed towards our vision.

‘These metrics will be complemented by a Planning and Accountability cycle that will enable us to recognise achievement and promote continuous improvement,’ he said.

Key aspects of the Plan include:

- developing a new student village to complement the learning environment
- new specialist academic roles to enhance the University’s capacity to deliver exceptional educational programs and provide career paths for educators
- work-integrated learning opportunities and a thriving international mobility program
- increased research intensity through targeted investment in areas with the potential for significant impact.

Professor Stirling said Flinders planned to be at the heart of economic growth in South Australia. ‘Our campus environment will be a catalyst for collaboration and engagement,’ he said. ‘We will invest in infrastructure that enhances our community and creates a precinct for innovation, enterprise and economic growth.’



[2025.flinders.edu.au](https://2025.flinders.edu.au)

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## THE STRATEGIC PLAN MAKES A COMMITMENT TO THE FOLLOWING ACTIONS

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### PEOPLE AND CULTURE

Promote an agile, enterprising and accountable culture in which staff and students are committed to excellence and determined to make a difference.

Engage students as partners in the co-creation of a learning experience that inspires achievement.

Champion diversity and create a vibrant, inclusive and values-based community that makes Flinders the destination of choice for students and staff.

### RESEARCH

Be a community of outstanding scholars engaged in world-leading research that extends the boundaries of knowledge.

Address challenges of local, national and global significance to deliver outcomes that change lives for the better.

Embed research and critical thinking as core skills for every Flinders graduate.

### EDUCATION

Deliver a richly interactive and personalised approach to learning with a paramount focus on student success.

Be an international leader in educational innovation, advanced learning technologies and learning analytics.

Develop enterprising graduates equipped with the skills required for success in the knowledge economy.

### ENGAGEMENT AND IMPACT

Promote productive partnerships that mobilise our intellectual capabilities to create economic opportunities and drive positive societal benefits.

Expand our global reach through high quality international collaborations in both research and education.

Engage our alumni as powerful advocates for the University and as role models for current students.

# OUR PEOPLE

Flinders University expresses its deep appreciation for the efforts of all its extraordinary staff, including its new arrivals and those to whom we bade farewell in 2016.

Flinders University's outstanding staff complement was enhanced with a number of significant appointments during 2016, including Deputy Vice-Chancellor (Students) Professor Clare Pollock. A PhD graduate of the University of London with a distinguished research career Professor Pollock left the role of Associate Provost at Curtin University to join Flinders in January.

Leading Australian digital health experts Professor Anthony Maeder and Professor Trish Williams joined Flinders to become Australia's first Chairs in Digital Health Systems with the launch of the Flinders Digital Health Research Centre in July. The Centre is supported by the South Australian Premier's Research and Industry Fund and Cisco Systems Australia Pty Ltd.

As reflected in the Vice-Chancellor's message, Flinders' academic ranks were further strengthened by the strategic appointment of a suite of Matthew Flinders Fellows.

The many accolades earned in 2016 reflect the excellence of the research and education of which Flinders staff and students can be justifiably proud.

Dr Karen Burke da Silva was named the best university teacher in the nation at the Australian Awards for University Teaching, and Flinders' Introductory Academic Program led by Associate Professor Saleh Kutieleh proudly received a second coveted award, for Global Citizenship and Internationalisation.

Another 12 Flinders academics were recognised in five citations for outstanding contributions to student learning: Associate Professor Karen

Orr Vered, Associate Professor Shane Pill, Associate Professor Susan Krieg, Dr Jess Jovanovic, Ms Jennifer Fane, Dr Virginia Kinnear, Dr Yarrow Andrew, Ms Deborah Ankor, Mrs Tania Leiman, Dr Susannah Sage-Jacobson and Ms Jocelyn Milne.

In addition to being appointed to the advisory board of the Australian Government's Medical Research Future Fund, Professor Karen Reynolds was the first woman to receive Engineering Australia's most prestigious national honour, the David Dewhurst award, for her internationally significant contribution to biomedical research. She was also recognised as one of South Australia's most innovative women after winning the Engineering category at the 2016 Women in Innovation (Winnovation) awards.

But it was not only our staff who inspired us to achieve great things for society. Flinders Bachelor of Law and Legal Practice (Hons) and Bachelor of Arts (American Studies & Politics) student Jordan Gifford-Moore was named South Australia's 2017 Rhodes Scholar, and intends to study law with a focus on public-private partnerships at Oxford University in the UK.

Flinders University doctor of medicine Emmanuel Ita Bassey was named

South Australian International Student of the Year 2016 at the sixth annual StudyAdelaide South Australia awards. Emmanuel, who lost his sight to cataract disease, has established a visual rehabilitation unit in a tertiary eye hospital in Nigeria. He plans to begin a PhD to investigate adult-onset visual impairment in July 2017 as he continues his quest to make a difference.

Reaffirming the excellence of our Northern Territory Medical Program, fourth-year student and Alice Springs Base Hospital intern Claire Chandler was named the Rural Doctors Association of Australia 2016 national rural medical student of the year.

Flinders recognises its people are its greatest strength and congratulates all for their courage, curiosity and commitment to making a difference.

## Below

Associate Professor Karen Burke da Silva, winner of the 2016 Award for Australian University Teacher of the Year, with David Learmonth, Deputy Secretary, Higher Education, Research and International, Australian Government Department of Education and Training.



# RESEARCH



From techniques to control the microbes that regulate the world's ecosystems, to the invention of a polymer made from waste products yet capable of removing a deadly toxin from our waters and soils, 2016 has been an impressive year of discovery at Flinders.

It was a year in which we launched an interactive mobile app featuring a virtual nurse called Cora, to help people identify the warning signs of a heart attack, and a palliative care app that is assisting nurses in the care of aged patients with terminal illnesses.

Flinders nursing researchers were instrumental in developing a national Early Years framework to ensure consistency of services for children from birth to age 5.

Professor Doug McEvoy received international recognition for his research breakthrough to help those prone to sleep apnoea and insomnia, and his colleague Professor Leon Lack commercialised the world's first wearable device – THIM – to reprogram people's sleep patterns.

The Vortex Fluidic Device – which can rearrange proteins as famously

illustrated by 'unboiling an egg' – has been at the forefront of a stellar year of breakthroughs, perhaps most importantly unlocking the potential for carbon nanotubes. These tiny carbon molecules are 200 times stronger than steel and more conductive than copper, but incredibly difficult to harness. The VFD, when coupled with a laser and water, has succeeded in cutting carbon nanotubes to uniform lengths, paving the way for their application in everything from the delivery of medications to nanoscale electronic components.

Computer software developed in our School of Biological Sciences to DNA match-make endangered animals is a step towards preventing the extinction of our native wildlife.

Professor Phillip Slee and his colleagues launched an internationally recognised anti-bullying program based on many years of rigorous research.

We've developed a new and simple test to pick up signals of motor neurone disease, and a blood test which has proved twice as effective at detecting bowel cancer recurrence as previous techniques.

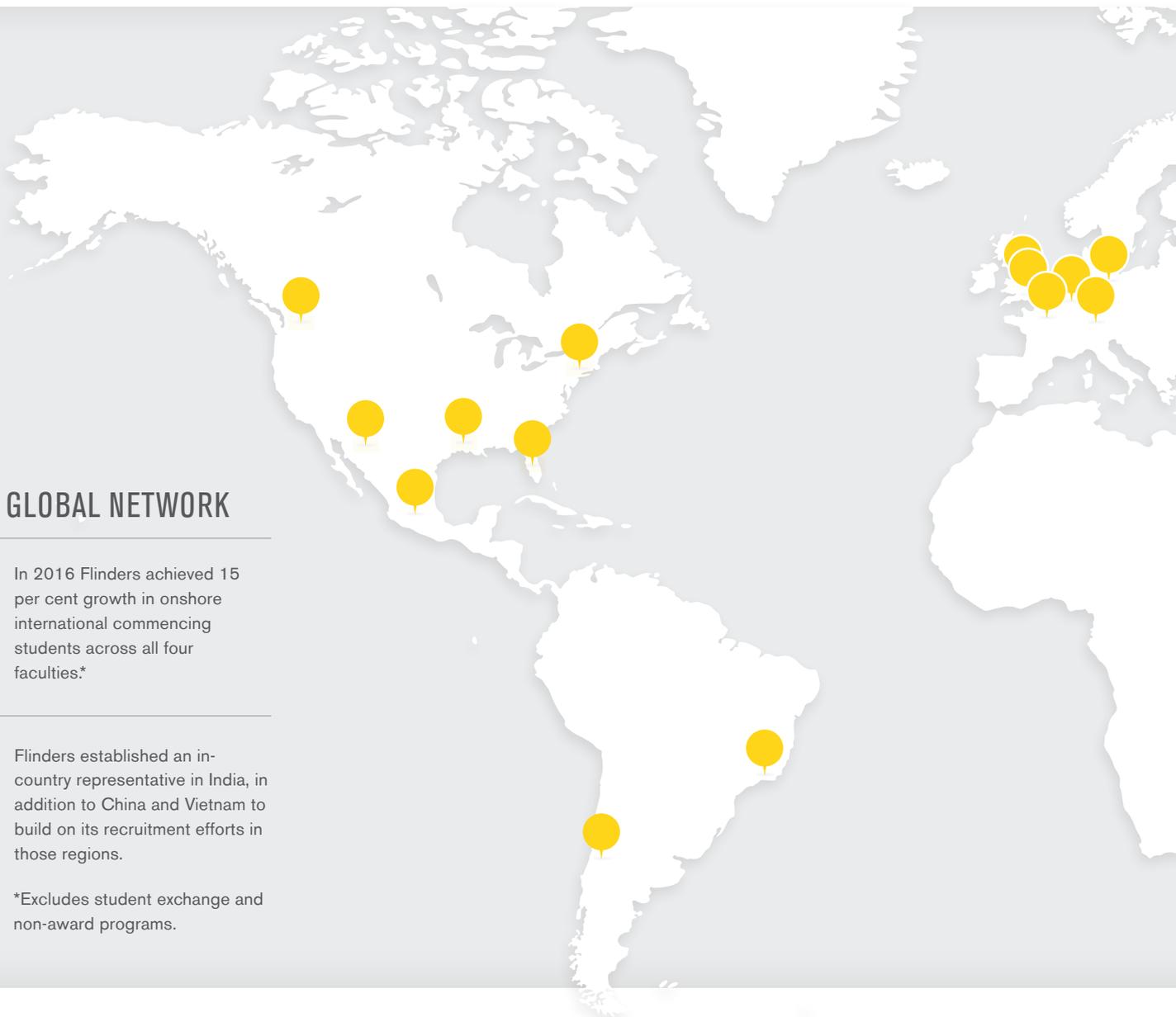
And our Torrens Resilience Institute worked on everything from nursing in disaster zones to minimising drug harm for young people at music festivals.

These are just a glimpse of the world changing research breakthroughs that are making a real difference in the lives and wellbeing of people world wide.

## Above

Dr Justin Chalker and PhD student Max Worthington have invented a polymer synthesized entirely from industrial by-products of sulphur and citrus peel. It is capable of removing the toxic metal mercury – which damages the central nervous system and is particularly dangerous to pregnant women and children – from waters and soils.

# GLOBAL FOOTPRINT



## OUR GLOBAL NETWORK



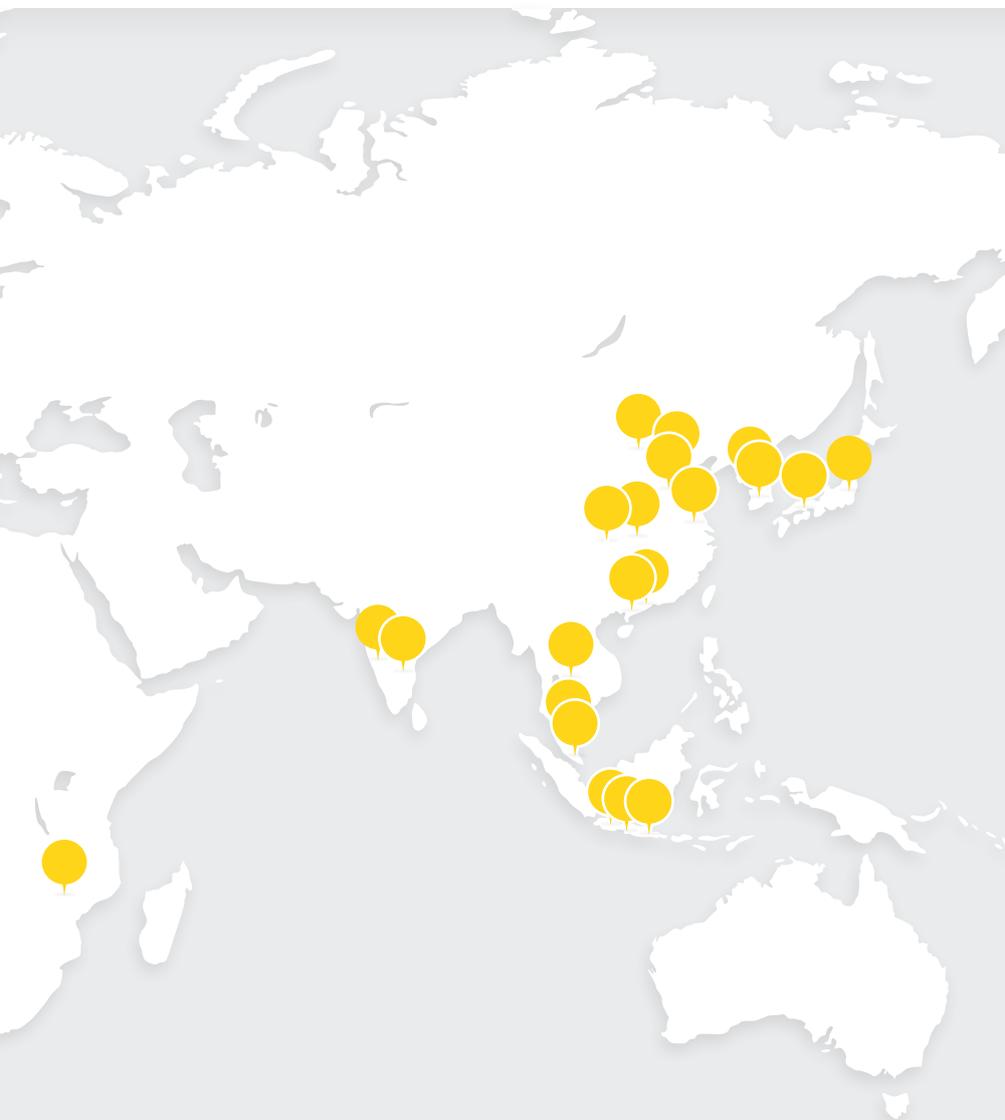
In 2016 Flinders achieved 15 per cent growth in onshore international commencing students across all four faculties.\*



Flinders established an in-country representative in India, in addition to China and Vietnam to build on its recruitment efforts in those regions.

\*Excludes student exchange and non-award programs.





- BRAZIL**  
The Federal University of Juiz de Fora
- CANADA**  
Simon Fraser University
- CHILE**  
Universidad de Valparaiso
- CHINA**  
Capital Normal University  
Central South University  
Chinese Academy of Social Sciences Hunan University  
Nankai University  
Shandong University
- GERMANY**  
Dresden University of Technology
- HONG KONG**  
The Chinese University of Hong Kong  
University of Hong Kong
- INDIA**  
Madras Christian College  
Manipal University
- INDONESIA**  
Universitas Airlangga  
Universitas Gadjah Mada  
Universitas Indonesia
- JAPAN**  
Hiroshima University  
National Institute for Materials Science
- KOREA**  
Kyung Hee University  
Chungnam National University
- MALAYSIA**  
HELP University  
Universiti Kebangsaan Malaysia  
Universiti Malaya
- MALAWI**  
University of Malawi
- MEXICO**  
The Autonomous University of Queretaro
- NETHERLANDS**  
Utrecht University  
Maastricht University
- SINGAPORE**  
Nanyang Technological University  
Parkway College of Nursing & Allied Health  
Social Service Institute (551)
- SWEDEN**  
Malmo University
- THAILAND**  
National Nanotechnology Centre
- UK**  
St George Hospital Medical School  
University of Leicester  
University of London  
University College London  
University of Stirling
- USA**  
Johns Hopkins University  
University of Arizona  
University of Miami  
University of Texas at Austin

## A WORLD OF MAKING A DIFFERENCE

An early childhood teacher in a Montessori school in China, Xiaohui (Abby) Liu initially considered adding to her teaching degree, but decided instead to study social work. "It's a better major, because I can not only work to support children, but their families and communities too." However, the road to graduation wasn't

easy; partway through her degree her father passed away and Abby rushed home to China. "This serious situation affected me emotionally, but my mum and my extended family encouraged me to continue my studies." Abby returned to Flinders to complete her coursework and placement. "Flinders Health Service counsellors were really positive and helpful, and my lecturers and teachers supported me to catch up on all the courses I missed." In 2016 Abby achieved her Master of Social Work;

13 family members flew in from China to celebrate her graduation. "My father couldn't be there, so they all made a special effort to witness my important moment." Abby is pictured here with family and friends after receiving her testamur. "I now plan to gain more experience working in Australia before taking my new skills back to China."

**Left**  
Abby Liu (pictured fifth from the right)



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# **FINANCIAL REPORTS**

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# GOVERNANCE AND RISK



## GOVERNANCE

Flinders University and its governing Council is established under the *Flinders University of South Australia Act 1966*. The University is regulated by the Tertiary Education Quality and Standards Agency (TEQSA) and is registered as a self-accrediting institution.

The primary responsibilities of Council are:

- appointing and monitoring the performance the Vice-Chancellor as Chief Executive Officer
- approving the mission and strategic direction of the University, and 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
- monitoring the assessment and management of risk, including commercial undertakings

- overseeing and monitoring the academic activities of the University
- approving significant commercial activities of the University.

Council is supported in its stewardship of the University's activities and governance framework by the standing Committees Academic Senate, Audit Committee, Executive Committee and Finance and Investment Committee.

The University adheres to the Voluntary Code of Best Practice for the Governance of Australian Universities and regularly reviews its compliance with the Code. The code was considered in a 2016 internal audit on the University's Entities Governance Process with recommendations made to enhance the governance processes for University oversight of its controlled entities.

## RISK MANAGEMENT

The University has in place a risk management framework, supported by risk management and legislative compliance policies and regular reporting to Council and its standing Committees on enterprise and

operational risk, including Work Health and Safety.

The University maintains a rolling three year Internal Audit Plan to be undertaken by the University's internal auditors which is developed with regard to the University's risk register. The 2017 – 2019 Audit Plan was approved by the Audit Committee and includes audits on management of intellectual property, student enrolment and admissions, data governance and management, fraud risk awareness, crisis management and budgeting and forecasting.

The University also maintains a corporate insurance program that is regularly reviewed with regard to the University's risk profile.

### Above

Flinders University's Plaza and Student Hub was designed to embrace environmental principles.

# FINANCIAL PERFORMANCE

## FINANCIAL PERFORMANCE STATEMENT

|                         | CONSOLIDATED   |                | UNIVERSITY     |                |
|-------------------------|----------------|----------------|----------------|----------------|
|                         | 2016<br>\$'000 | 2015<br>\$'000 | 2016<br>\$'000 | 2015<br>\$'000 |
| <b>INCOME STATEMENT</b> |                |                |                |                |
| Revenue                 | 490,195        | 466,308        | 476,576        | 456,040        |
| Expenses                | 462,609        | 451,960        | 449,170        | 439,447        |
| <b>Operating Result</b> | <b>27,586</b>  | <b>14,348</b>  | <b>27,406</b>  | <b>16,593</b>  |
| Operating Margin        | 5.6%           | 3.1%           | 5.8%           | 3.6%           |
| <b>BALANCE SHEET</b>    |                |                |                |                |
| Net Assets              | 697,991        | 658,621        | 696,227        | 658,453        |
| Current Ratio           | 1.4            | 1.2            | 1.5            | 1.2            |

In 2016 Flinders University achieved an operating surplus of \$28.8m. This compares to an operating surplus of \$14.3m in 2015. The result is a significant improvement on the expected operating result for 2016 and has been achieved in a year of transformational change, as mapped out in the new strategic plan Making a Difference – The 2025 Agenda.

Contributions from staff across the University focusing on revenue growth and cost control have played an important role in achieving this excellent result which critically positions the University to bring forward planned valuable strategic investments into 2017.

An important contributor to this has been a 4.6% growth in revenue achieved through a drive to increase student enrolments for both domestic and international students. This has been supplemented by higher than expected returns on investment and other income, which included the receipt of the one-off 'efficiency dividend' from the government.

At the same time, the University in 2016 introduced a recruitment freeze, and offered a Voluntary Early Retirement Scheme and a Voluntary Redundancy Scheme as a first step to addressing the balance of the University's ongoing operating costs. This included a substantial reduction in non-salary expenditure, in part due to the transformational nature of the 2016 budget year and the impact this had on planned University activities.

Whilst the 2016 financial result is pleasing, it is important that the financial discipline demonstrated in 2016 is carried into 2017 as it is a critical step in contributing to the long term financial sustainability for the University and its ability to achieve the ambitious targets of The 2025 Agenda.

The above Statement of Financial Performance should be read in conjunction with the accompanying notes

# FINANCIAL PERFORMANCE

## INCOME STATEMENT

|   | CONSOLIDATED   |                | UNIVERSITY     |                |
|---|----------------|----------------|----------------|----------------|
|   | 2016<br>\$'000 | 2015<br>\$'000 | 2016<br>\$'000 | 2015<br>\$'000 |
| Income from continuing operations   |                |                |                |                |
| Australian Government financial assistance  |                |                |                |                |
| Australian Government grants  | 234,041        | 230,381        | 234,041        | 230,381        |
| HELP - Australian Government payments   | 98,477         | 93,349         | 98,477         | 93,349         |
| State and local Government financial assistance   | 8,434          | 9,613          | 8,466          | 9,613          |
| HECS-HELP - Student payments  | 7,541          | 8,111          | 7,541          | 8,111          |
| Fees and charges  | 94,070         | 82,801         | 93,994         | 82,628         |
| Investment revenue  | 6,399          | 7,825          | 5,958          | 8,505          |
| Royalties, trademarks & licences  | 1,293          | 3,049          | 921            | 2,766          |
| Consultancy and contracts   | 8,698          | 9,152          | 8,081          | 8,746          |
| Other revenue   | 26,107         | 21,319         | 14,806         | 11,514         |
| Gains on disposal of assets   | 1,263          | -              | 1,263          | -              |
| Share of profit or loss on investments accounted for<br>using the equity method         | 976            | 281            | -              | -              |
| Other investment income   | 2,642          | -              | 2,642          | -              |
| Other income  | 386            | 427            | 386            | 427            |
| <b>Total income from continuing operations</b>  | <b>490,327</b> | <b>466,308</b> | <b>476,576</b> | <b>456,040</b> |
| Expenses from continuing operations   |                |                |                |                |
| Employee related expenses   | 313,526        | 297,881        | 302,997        | 288,908        |
| Depreciation and amortisation   | 33,869         | 29,961         | 33,522         | 29,711         |
| Repairs and maintenance   | 12,533         | 13,359         | 12,302         | 13,215         |
| Borrowing Costs   | 276            | 370            | 276            | 370            |
| Impairment of assets  | 528            | 305            | 1,022          | 384            |
| Losses on disposal of assets  | -              | 5,998          | -              | 6,001          |
| Investment losses   | -              | 1,359          | -              | 1,807          |
| Other expenses  | 101,877        | 102,727        | 99,051         | 99,051         |
| <b>Total expenses from continuing operations</b>  | <b>462,609</b> | <b>451,960</b> | <b>449,170</b> | <b>439,447</b> |
| <b>Net result for the year</b>  | <b>27,586</b>  | <b>14,348</b>  | <b>27,406</b>  | <b>16,593</b>  |
| Net result attributable to non-controlling interest                                     | (99)           | (6)            | -              | -              |
| <b>Net result attributable to members of The Flinders University of South Australia</b> | <b>27,685</b>  | <b>14,354</b>  | <b>27,406</b>  | <b>16,593</b>  |

The above Income Statement should be read in conjunction with the accompanying notes

# FINANCIAL STATEMENTS

## STATEMENT OF COMPREHENSIVE INCOME

|   | CONSOLIDATED   |                | UNIVERSITY     |                |
|---|----------------|----------------|----------------|----------------|
|   | 2016<br>\$'000 | 2015<br>\$'000 | 2016<br>\$'000 | 2015<br>\$'000 |
| Net result for the year   | 27,586         | 14,348         | 27,406         | 16,593         |
| Items that maybe reclassified to profit or loss   |                |                |                |                |
| Gain / (loss) on value of available for sale financial assets                                       | 1,902          | 7,142          | 484            | 5,381          |
| Total   | 1,902          | 7,142          | 484            | 5,381          |
| Items that will not be reclassified to profit or loss   |                |                |                |                |
| Gain / (loss) on revaluation of land, buildings, library and artwork                                | 9,884          | -              | 9,884          | -              |
| Total   | 9,884          | -              | 9,884          | -              |
| Total comprehensive income  | 39,372         | 21,490         | 37,774         | 21,974         |
| Total comprehensive income attributable to non-controlling interest                                 | (99)           | (6)            | -              | -              |
| Total comprehensive income attributable to the University   | 39,471         | 21,496         | 37,774         | 21,974         |
| Total comprehensive income attributable to members of<br>The Flinders University of South Australia | 39,372         | 21,490         | 37,774         | 21,974         |

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes

The Income Statement (right) should be read in conjunction with the accompanying notes

# FINANCIAL STATEMENTS

## STATEMENT OF FINANCIAL POSITION

|   | CONSOLIDATED   |                | UNIVERSITY     |                |
|---|----------------|----------------|----------------|----------------|
|   | 2016<br>\$'000 | 2015<br>\$'000 | 2016<br>\$'000 | 2015<br>\$'000 |
| <b>Assets</b>                                     |                |                |                |                |
| <b>Current assets</b>                             |                |                |                |                |
| Cash and cash equivalents                         | 56,142         | 47,582         | 55,003         | 45,576         |
| Receivables                                       | 18,882         | 22,319         | 17,826         | 22,072         |
| Inventories                                       | 338            | 387            | 195            | 241            |
| Other financial assets                            | 19,658         | 9,375          | 19,658         | 9,375          |
| Other non-financial assets                        | 8,927          | 8,167          | 8,821          | 8,063          |
| <b>Total current assets</b>                       | <b>103,947</b> | <b>87,830</b>  | <b>101,503</b> | <b>85,327</b>  |
| <b>Non-current assets</b>                         |                |                |                |                |
| Receivables                                       | 46,928         | 48,927         | 46,928         | 48,927         |
| Investments accounted for using the equity method | 976            | 300            | -              | -              |
| Other financial assets                            | 60,894         | 56,305         | 61,156         | 58,198         |
| Property, plant and equipment                     | 602,093        | 587,761        | 600,381        | 586,199        |
| Investment property                               | 8,800          | 8,300          | 8,800          | 8,300          |
| Intangible assets                                 | 19,215         | 17,762         | 18,231         | 16,992         |
| Other non-financial assets                        | 4,059          | 4,022          | 4,059          | 4,022          |
| <b>Total non-current assets</b>                   | <b>743,039</b> | <b>723,377</b> | <b>739,555</b> | <b>722,638</b> |
| <b>Total assets</b>                               | <b>846,986</b> | <b>811,207</b> | <b>841,058</b> | <b>807,965</b> |
| <b>Liabilities</b>                                |                |                |                |                |
| <b>Current liabilities</b>                        |                |                |                |                |
| Trade and other payables                          | 34,131         | 35,518         | 31,330         | 33,325         |
| Borrowings  | 1,743          | 1,643          | 1,743          | 1,643          |
| Provisions  | 23,654         | 23,491         | 22,793         | 22,603         |
| Other liabilities                                 | 12,522         | 9,892          | 12,850         | 10,722         |
| <b>Total current liabilities</b>                  | <b>72,050</b>  | <b>70,544</b>  | <b>68,716</b>  | <b>68,293</b>  |
| <b>Non-current liabilities</b>                    |                |                |                |                |
| Trade and other payables                          | 3,594          | 4,081          | 3,417          | 3,904          |
| Borrowings  | 2,450          | 4,193          | 1,850          | 3,593          |
| Provisions  | 70,901         | 73,768         | 70,848         | 73,722         |
| <b>Total non-current liabilities</b>              | <b>76,945</b>  | <b>82,042</b>  | <b>76,115</b>  | <b>81,219</b>  |
| <b>Total liabilities</b>                          | <b>148,995</b> | <b>152,586</b> | <b>144,831</b> | <b>149,512</b> |
| <b>Net assets</b>                                 | <b>697,991</b> | <b>658,621</b> | <b>696,227</b> | <b>658,453</b> |
| <b>Equity</b>                                     |                |                |                |                |
| <b>University interest</b>                        |                |                |                |                |
| Reserves  | 162,780        | 150,994        | 166,113        | 155,745        |
| Retained earnings                                 | 535,144        | 507,459        | 530,114        | 502,708        |
| <b>University interest</b>                        | <b>697,924</b> | <b>658,453</b> | <b>696,227</b> | <b>658,453</b> |
| <b>Non-controlling interest</b>                   | <b>67</b>      | <b>168</b>     | <b>-</b>       | <b>-</b>       |
| <b>Total equity</b>                               | <b>697,991</b> | <b>658,621</b> | <b>696,227</b> | <b>658,453</b> |

# FINANCIAL STATEMENTS

## STATEMENT OF CHANGES IN EQUITY - FOR THE YEAR ENDED 31ST DECEMBER 2016

|   | RESERVES | RETAINED EARNINGS | TOTAL UNIVERSITY INTEREST | NON-CONTROLLING INTEREST | TOTAL   |
|---|----------|-------------------|---------------------------|--------------------------|---------|
|   | \$'000   | \$'000            | \$'000                    | \$'000                   | \$'000  |
| <b>Consolidated</b>   |          |                   |                           |                          |         |
| Balance as at 1 January 2015  | 143,852  | 493,105           | 636,957                   | 552                      | 637,509 |
| Net result  | -        | 14,354            | 14,354                    | (6)                      | 14,348  |
| Gain on revaluation of available-for-sale financial assets                  | 7,142    | -                 | 7,142                     | -                        | 7,142   |
| Total comprehensive income  | 7,142    | 14,354            | 21,496                    | (6)                      | 21,490  |
| Recognition of non-controlling interest                                     | -        | -                 | -                         | (378)                    | (378)   |
| Balance at 31 December 2015   | 150,994  | 507,459           | 658,453                   | 168                      | 658,621 |
| Balance at 1 January 2016   | 150,994  | 507,459           | 658,453                   | 168                      | 658,621 |
| Net result  | -        | 27,685            | 27,685                    | (99)                     | 27,586  |
| Gain on revaluation of land, buildings, infrastructure, library and artwork | 9,884    | -                 | 9,884                     | -                        | 9,884   |
| Gain on revaluation of available-for-sale financial assets                  | 1,902    | -                 | 1,902                     | -                        | 1,902   |
| Total comprehensive income  | 11,786   | 28,308            | 39,471                    | (99)                     | 39,372  |
| Recognition of non-controlling interest                                     | -        | -                 | -                         | (2)                      | (2)     |
| Balance at 31 December 2016   | 162,780  | 535,144           | 697,924                   | 67                       | 697,991 |
|   |          |                   | Reserves                  | Retained Earnings        | Total   |
|   |          |                   | \$'000                    | \$'000                   | \$'000  |
| <b>University</b>   |          |                   |                           |                          |         |
| Balance as at 1 January 2015  |          |                   | 150,364                   | 486,115                  | 636,479 |
| Net result  |          |                   | -                         | 16,593                   | 16,593  |
| Gain on revaluation of available-for-sale financial assets                  |          |                   | 5,381                     | -                        | 5,381   |
| Total comprehensive income  |          |                   | 5,381                     | 16,593                   | 21,974  |
| Balance at 31 December 2015   |          |                   | 155,745                   | 502,708                  | 658,453 |
| Balance at 1 January 2016   |          |                   | 155,745                   | 502,708                  | 658,453 |
| Net result  |          |                   | -                         | 27,406                   | 27,406  |
| Gain on revaluation of land, buildings, infrastructure, library and artwork |          |                   | 9,884                     | -                        | 9,884   |
| Gain on revaluation of available-for-sale financial assets                  |          |                   | 484                       | -                        | 484     |
| Total comprehensive income  |          |                   | 10,368                    | 27,406                   | 37,774  |
| Balance at 31 December 2016   |          |                   | 166,113                   | 530,114                  | 696,227 |

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes

The Statement of Cash Flows (right) should be read in conjunction with the accompanying notes

# FINANCIAL STATEMENTS

## STATEMENT OF CASHFLOWS - FOR THE YEAR ENDED 31ST DECEMBER 2016

|   | CONSOLIDATED    |                 | UNIVERSITY      |                 |
|---|-----------------|-----------------|-----------------|-----------------|
|   | 2016<br>\$'000  | 2015<br>\$'000  | 2016<br>\$'000  | 2015<br>\$'000  |
| <b>Cash flows from operating activities</b>                       |                 |                 |                 |                 |
| Inflows:  |                 |                 |                 |                 |
| Australian Government Grants                                      | 336,900         | 318,032         | 336,900         | 318,032         |
| OS-HELP (net)   | 1,141           | 835             | 1,141           | 835             |
| Superannuation Supplementation                                    | 3,295           | 2,848           | 3,295           | 2,848           |
| State Government Grants   | 9,163           | 11,166          | 9,195           | 11,166          |
| Local Government Grants   | 43              | 12              | 43              | 12              |
| HECS-HELP – Student payments                                      | 7,541           | 8,111           | 7,541           | 8,111           |
| Receipts from student fees and other customers                    | 137,055         | 119,548         | 124,053         | 108,458         |
| Dividends received  | 2,118           | 1,860           | 1,708           | 1,422           |
| Interest received   | 2,180           | 3,401           | 2,149           | 3,369           |
| Other investment income   | 2,722           | 3,104           | 2,722           | 3,173           |
| GST recovered / (paid)  | 6,871           | 10,037          | 6,871           | 10,037          |
| Outflows:   |                 |                 |                 |                 |
| Payments to suppliers and employees (inclusive of GST)            | (445,783)       | (421,803)       | (432,807)       | (409,909)       |
| Interest and other costs of finance                               | (276)           | (370)           | (276)           | (370)           |
| <b>Net cash provided by / (used in) operating activities</b>      | <b>62,970</b>   | <b>56,781</b>   | <b>62,535</b>   | <b>57,184</b>   |
| <b>Cash flows from investing activities</b>                       |                 |                 |                 |                 |
| Inflows:  |                 |                 |                 |                 |
| Proceeds from sale of property, plant & equipment                 | 1,603           | 282             | 1,603           | 282             |
| Proceeds from sale of financial assets                            | 4,591           | 42,372          | 4,591           | 41,967          |
| Repayment of loans by related parties                             | -               | 170             | -               | 170             |
| Increase/(Decrease) in funds held on behalf of other entities     | (1,035)         | -               | (1,035)         | -               |
| Outflows:   |                 |                 |                 |                 |
| Payments for property, plant and equipment                        | (42,220)        | (77,078)        | (41,361)        | (76,596)        |
| Payments for financial assets                                     | (15,706)        | (2,510)         | (15,263)        | (2,510)         |
| <b>Net cash provided by / (used in) investing activities</b>      | <b>(52,767)</b> | <b>(36,764)</b> | <b>(51,465)</b> | <b>(36,687)</b> |
| <b>Cash flows from financing activities</b>                       |                 |                 |                 |                 |
| Inflows:  |                 |                 |                 |                 |
| Proceeds from borrowings  | -               | 600             | -               | -               |
| Outflows:   |                 |                 |                 |                 |
| Repayment of finance leases                                       | (1,643)         | (1,549)         | (1,643)         | (1,549)         |
| <b>Net cash provided by / (used in) financing activities</b>      | <b>(1,643)</b>  | <b>(949)</b>    | <b>(1,643)</b>  | <b>(1,549)</b>  |
| <b>Net increase/ (decrease) in cash and cash equivalents</b>      | <b>8,560</b>    | <b>19,068</b>   | <b>9,427</b>    | <b>18,948</b>   |
| Cash and cash equivalents at beginning of the financial year      | 47,582          | 28,514          | 45,576          | 26,628          |
| <b>Cash and cash equivalents at the end of the financial year</b> | <b>56,142</b>   | <b>47,582</b>   | <b>55,003</b>   | <b>45,576</b>   |
| Financing arrangements  |                 |                 |                 |                 |
| Non-cash financing and investing activities                       |                 |                 |                 |                 |

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# THE CHANCELLOR'S LETTER OF TRANSMISSION



His Excellency Honourable Hieu Van Le AO  
Governor of South Australia  
Government House  
Adelaide, South Australia 5000

Your Excellency

I have the honour to present to you the Annual Report of the Council of Flinders University for the period 1 January 2016 to 31 December 2016 in compliance with the *Flinders University of South Australia Act 1966*, Section 27, and in accordance with a resolution of the members of Council at its meeting on 25 May 2017.

A handwritten signature in black ink that reads "Stephen Gerlach".

Stephen Gerlach AM  
Chancellor



# MEMBER ATTENDANCE

|   | First Appointed | COUNCIL              |                          | AUDIT COMMITTEE#     |                          | ACADEMIC SENATE#     |                          | EXECUTIVE COMMITTEE# |                          | FINANCE AND INVESTMENT COMMITTEE# |                          |
|---|-----------------|----------------------|--------------------------|----------------------|--------------------------|----------------------|--------------------------|----------------------|--------------------------|-----------------------------------|--------------------------|
|   |                 | No. of Meetings Held | No. of Meetings Attended | No. of Meetings Held | No. of Meetings Attended | No. of Meetings Held | No. of Meetings Attended | No. of Meetings Held | No. of Meetings Attended | No. of Meetings Held              | No. of Meetings Attended |
| *Mr Stephen Gerlach AM Chancellor (ex officio)  | 1/03/2010       | 6                    | 5                        |                      |                          |                      |                          | 5                    | 3                        |                                   |                          |
| *Professor Colin Stirling Vice-Chancellor (ex-officio)                                  | 1/01/2015       | 6                    | 6                        |                      |                          | 6                    | 6                        | 5                    | 5                        | 5                                 | 4                        |
| *Professor Eimear Muir-Cochrane Presiding member of Academic Senate (ex-officio)        | 1/07/2012       | 6                    | 6                        |                      |                          | 6                    | 6                        | 5                    | 3                        |                                   |                          |
| *^Mrs Leonie J Clyne OAM Appointed member of Council                                    | 10/10/2002      | 6                    | 4                        |                      |                          |                      |                          | 5                    | 3                        |                                   |                          |
| *Mr Douglas Gautier AM Appointed member of Council                                      | 19/04/2012      | 6                    | 4                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| *Ms Kathryn Gramp Appointed member of Council   | 1/01/2015       | 6                    | 6                        | 4                    | 3                        |                      |                          |                      |                          |                                   |                          |
| *Mr Stephen Hains Appointed member of Council   | 1/01/2011       | 6                    | 6                        |                      |                          |                      |                          | 5                    | 5                        |                                   |                          |
| Mrs Peggy Lau Flux Appointed member of Council  | 1/01/2005       | 6                    | 4                        |                      |                          |                      |                          |                      |                          | 5                                 | 4                        |
| *Ms Elizabeth Perry Appointed member of Council   | 8/08/2013       | 6                    | 4                        |                      |                          |                      |                          | 5                    | 3                        |                                   |                          |
| Professor Göran Roos Co-opted member of Council (to 30/6/16)                            | 8/03/2013       | 2                    | 0                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| *Mr Austin R M Taylor Appointed member of Council                                       | 1/01/2007       | 6                    | 5                        | 4                    | 4                        |                      |                          | 5                    | 5                        |                                   |                          |
| *Professor Brenda Wilson Appointed member of Council                                    | 1/10/2015       | 6                    | 5                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| *Mrs Christine Zeitz Appointed member of Council  | 15/03/2012      | 6                    | 3                        |                      |                          |                      |                          |                      |                          | 5                                 | 4                        |
| Professor Leon Lack Academic Staff member elected by Academic Staff (to 31/1/16)        | 1/01/2013       | 0                    | 0                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| Dr Grant Banfield Academic Staff member elected by Academic Staff ( to 18/11/16)        | 1/02/2016       | 5                    | 4                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| Dr Clare McCarty Professional Staff member elected by Professional Staff ( to 11/06/16) | 1/01/2013       | 2                    | 1                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| Ms Debra Hackett Professional Staff member elected by Professional Staff ( to 24/06/16) | 1/01/2013       | 2                    | 1                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| Ms Pam Smith Professional Staff member elected by Professional Staff ( to 19/08/16)     | 1/01/2015       | 3                    | 3                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| Dr Kwan Leung Chia Elected student member   | 1/01/2016       | 6                    | 3                        |                      |                          |                      |                          |                      |                          |                                   |                          |
| *Mr Caleb Pattinson Elected student member  | 1/01/2016       | 6                    | 5                        |                      |                          | 6                    | 5                        |                      |                          |                                   |                          |
| Ms Simon Jowett Elected student member  | 1/01/2016       | 6                    | 5                        |                      |                          |                      |                          |                      |                          |                                   |                          |

This table reflects attendance at formal meetings only ^ On leave for 1 meeting of Council and 1 meeting of Executive Committee

# Data for Council Members only \* Membership continuing

# FIFTY YEARS OF INSPIRING ACHIEVEMENT.

**Making a difference.**



**Flinders**  
UNIVERSITY

CELEBRATING

**50 years**  
OF INSPIRING  
ACHIEVEMENT

[50.flinders.edu.au](http://50.flinders.edu.au)