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# FLINDERS UNIVERSITY ANNUAL REPORT 2019

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# MISSION

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



Students in the Hub at Bedford Park



Flinders New Venture Institute

# VISION

Changing lives and changing the world.

## FOR FURTHER INFORMATION

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**Disclaimer**  
Every effort has been made to ensure the information in this publication is accurate at the time of publication. You can find updated information on our website at [flinders.edu.au](http://flinders.edu.au)

**Cover**  
Plaza views: Flinders University students receive world-class learning, outstanding support and exceptional facilities including the award-winning Hub and Plaza at Bedford Park campus.  
CRICOS No. 00114A

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# CHANCELLOR'S REVIEW

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Flinders University is built on an energy of invention, and the determination to adopt better approaches, align with real community needs and lead positive change.

Matthew Flinders' burial site was discovered in London on the eve of Australia Day 2019, an event which solved a longstanding mystery as to its location and reignited interest in the famed navigator. Not only was his legacy once more brought to the fore, his future was also in the spotlight, with much consideration given to appropriate location of his remains in a place that would honour his wishes and pay tribute to his achievements.

This notion of 'legacy and future' afforded to our intrepid namesake resonated in Flinders University's journey through 2019. Leveraging the strong foundations of some half-century of achievements, this was the year when we cast our eyes boldly to the future and achieved milestones that will mark this period in our history as pivotally transformative.

Our Flinders Village project was announced in June and detailed planning work on stage one commenced. Demonstrating our courage, vision, purpose and our expanding role in the community, this major development is the University's largest since our creation in 1966 and will establish a thriving hub of education and community in the south of Adelaide, easily accessed by the coming Flinders rail connection to the Adelaide CBD and northern suburbs. From research and teaching facilities to cafés, shops, accommodation and entertainment, Flinders Village will be a vibrant place to live, learn, work and enjoy.

Our determination to boldly evolve and improve is a key point of difference for Flinders University and is instrumental to the strong progress we are making towards achieving the challenging goals within our strategic plan, *Making a Difference: The 2025 Agenda*.

Our research mission was strengthened by the launch of several new institutes and centres which strategically connect disciplines within and across colleges and consolidate expertise from around the globe. These frameworks are deepening our University's contributions to society and providing exceptional opportunities for our staff, students and researchers.

The new Caring Futures Institute is a greatly needed vehicle to transform caring amid the world's ageing populations, chronic illness and rising health care costs.

The Jeff Bleich Centre for the US Alliance in Digital Technology, Security and Governance was formed to combat the use of digital technologies in undermining trust and security in democratic societies.

And we unveiled a \$4 million high-tech home for our Adelaide Institute for Sleep Health, a world-first centre that accommodates the full range of human sleep research to find solutions to the rising tide of sleep disorders.

Flinders University is built on an energy of invention, and the determination to adopt better approaches, align with real community needs and lead positive change.

The year saw our engagement with communities, government and industry continue to expand, including additional collaborations with our Asia-Pacific neighbours and new French partnerships. These are providing students with incredible opportunities to extend their learnings and amplifying our University's research contributions.

In 2019 we became the first university in Australia to be endorsed by the Naval Shipbuilding College for our defence-aligned courses, with eight receiving acknowledgement that Flinders University graduates are job-ready upon completion of such courses. New defence partnerships included an agreement with French graduate school of engineering ENSTA Bretagne and global shipbuilder Naval Group to advance autonomous maritime vehicle technology, and another with Naval Group Pacific to support Naval Group's Industry 4.0 Digital Shipyard Vision.

I was delighted to take part in events during the year that illustrated the depth of engagement Flinders University enjoys with our alumni. We hosted a special lunch to celebrate the awarding of an Honorary Doctorate to Dr Richard Harris SC OAM and a Doctorate in Education to Sister Judith Redden RSM AO. Alumnus Dr Harris was recognised for his courage, innovation and selflessness throughout a 30-year career, particularly during the Thai cave rescue. He certainly embodies the values of Flinders University. Sister Redden was Principal of Saint Aloysius College for almost 30 years and is a distinguished educator and champion for the disadvantaged. Her achievements are underpinned by a remarkable 42-year educational relationship with Flinders University which epitomises the value of lifelong learning.

Our proud legacy as a university is founded on the brilliance, intellect and vision of many outstanding individuals and I am continually impressed with the achievements of our staff, students and alumni and their collaborative approach.

It has been a pleasure to work with the University Council and Vice-Chancellor Professor Colin Stirling and his senior executive team and witness the progression of Flinders University made possible by the dedication and enthusiasm of our leadership and staff, for which I thank them.

As a sector we face uncertain times and new challenges for the year ahead, particularly in responding to the COVID-19 pandemic and the Australia-wide bushfires. However, our accomplishments and the courage, innovation and determination our University community shares with our namesake gives me great confidence in our ability to find solutions and expand our contributions to the world.

**Stephen Gerlach AM**  
CHANCELLOR

# VICE- CHANCELLOR'S REVIEW

Excellent progress was made towards our 2025 Agenda in a year that delivered a healthy mix of strategic developments and on-the-ground achievements.



Excellent progress was made towards our 2025 Agenda in a year that delivered a healthy mix of strategic developments and on-the-ground achievements.

We began the year by completing the third and final phase of our comprehensive restructure and also welcomed our sixth College Vice-President, Professor Alistair Rendell, to complete our formidable senior executive team.

In March, our efforts to elevate our research performance were rewarded in the latest Excellence in Research for Australia (ERA) assessment. We doubled to ten the number of fields of research ranked at level 5 'well above world standard', and a further 12 fields achieved level 4 'above world standard' ranking. We consolidated our major grant funding, with staff winning more than \$14 million from the NHMRC, the best result in our state, and \$8.1 million from the ARC, up from \$6.5 million in 2018.

Our ambition to be recognised as a world leader in research was further bolstered by our commitment of an additional \$100 million investment over five years, adding to already promised project funding. This is bringing new talent to Flinders, boosting opportunities for strategic international collaborations and providing support to our existing expertise through enhanced infrastructure, seed funding and PhD scholarships. We also committed to invest a further \$100 million over five years to our twin core purpose of teaching.

Work began on the new Flinders University Health and Medical Research Institute (FHMRI), to be housed in a state-of-the-art building at the heart of the new Flinders Village. FHMRI will be pivotal in growing our health research and maximising its translation. It brings together 18 separate centres across research, clinical application and education and encompasses almost half of our University's research. The institute's key themes were established, theme leaders chosen, and planning commenced for its flagship Flinders Village building.

In August, we launched the Caring Futures Institute to bring together a range of disciplines and interests to investigate ways to improve people's lives and enrich the community through care. The Flinders Caring Futures Institute partners with government, health systems and industry, and works in support of both professional carers and those who care for loved ones at home.

Learning highlights included our digital illustration programme, delivered in collaboration with CDW Studios, ranking within the world's top 10 for the third year running by The Rookies digital design community, while Melbourne's Bastow Institute of Educational Leadership sent a cohort of Victorian school leaders to complete our innovative Master of Education (Rural Leadership and Management).

I am delighted with the high-calibre staff our University continues to attract, with 384 new staff joining us in 2019, including 196 new academic staff and six Matthew Flinders Fellows.

Many Flinders staff received national and international accolades over the year including Australia Day Honours and a wide range of academic awards.

Our commitment to innovation was reflected in a sweeping modernisation of our IT systems with Flinders winning a global award at the Boomi World Conference and our New Venture Institute named as the only Australian business incubator in the UBI World Benchmark and equal first in the Asia-Pacific's top three. We also invested \$2.4 million in new sustainability initiatives on campus, building on our \$5 million solar investment the previous year.

Reinforcing our commitment to social justice, 2019 saw us achieve Athena SWAN Bronze accreditation and start work on our first Reconciliation Action Plan. Led by members of our Senior Executive Team, these initiatives reflect a whole-of-university journey towards advancing gender equity at our University and improving the lives of Aboriginal and Torres Strait Islander Australians.

World university rankings provide an independent validation of our performance and the Times Higher Education rankings saw us rise 17 places to our highest ever ranking of 271 in the world. Locally, we are number one in South Australia for teaching quality, student support, student/teacher ratio, student retention and starting salary, as rated by the 2020 Good Universities Guide. Our postgraduate students report the strongest employment, overall study experience and highest wages in this state.

We continue to build strong partnerships and entered in to a number of new agreements in 2019. These included a new research, development and educational collaboration between Flinders University, French graduate school of engineering ENSTA Bretagne and global shipbuilder Naval Group, and the foundation for a joint international research laboratory with fellow South Australian universities, French National Science Research Organisations CNRS and Naval Group.

Among local partnerships, we celebrated our New Venture Institute's expanding regional support, and a major new community event – Festive at Flinders. Strong industry and community connections underpin our relevance and it is pleasing to reflect on this deepening engagement.

Of course, collaboration is just as vital within our University, and staff are to be commended for their collective efforts that have informed a year of considerable progress.

I thank our entire university community for their commitment to our strategic goals, to our students, and to making the world a better place.

**Professor Colin Stirling**  
PRESIDENT AND VICE-CHANCELLOR

# 2019 HIGHLIGHTS

## Cultural Awareness

The world's largest gold miner, Newmont, selects Flinders NT's Centre for Remote Health to run its cross-cultural awareness programs, reflecting the centre's award-winning professional development on Central Australian Aboriginal people culture.

## FHMRI

The Flinders Health and Medical Research Institute (FHMRI) is established to advance health and medical research under three themes: Molecular Biosciences, Clinical Translation and Healthy Communities.



**Pictured:** an artist's impression of Flinders Village

**Pictured:** Dr Karl Kruszelnicki AM (left) and Dr Richard Harris SC OAM (right)

**Pictured:** FUMA's new look and gallery

## Advanced Technologies

The Flinders University Microscopy and Microanalysis facility acquires Australia's only multi-million-dollar Photoemission Electron Microscope for advancing nanomaterials, photovoltaics, 3D printing and other new technologies.

## Courses for the Future

Eight defence-aligned courses are endorsed by the Naval Shipbuilding College, making Flinders University the first in Australia to receive this acknowledgement that its teaching aligns with future defence industry needs.

## Gender Equity

Flinders University is recognised for its ongoing efforts towards achieving gender equity by being awarded Athena SWAN Bronze Accreditation.

## High Impact Research

The *Brave Minds* initiative launches nationally with a magazine and a website to share the work of Flinders University researchers addressing some of the world's most significant challenges.

## Entrepreneurship

The UBI World Benchmark study names Flinders New Venture Institute (NVI) as the only Australian business incubator in its world listing and equal first in the Asia-Pacific top three.

## Health and Medical Research

Flinders University researchers are awarded more than \$12 million in National Health and Medical Research Council grants, taking the total for the year to more than \$14 million and advancing knowledge in cancer, diabetes, Indigenous health and other key concerns.

## Wetland Education

The Oaklands Education Centre - a partnership between Flinders University and the City of Marion - opens for schools, government and environmental groups to study the Oaklands Wetland.

## Sustainability Plan

Flinders University launches its new Sustainability Plan, marked by an additional \$2.4 million investment in sustainability and the aim to become a carbon-positive university.

**Pictured:** The Oaklands Wetland

## Flinders Village

Stage one commences on Flinders Village, set to attract \$1.5 billion investment into South Australia as its largest integrated health and education precinct. Planning of its centrepiece FHMRI building begins.

## Cyber Security

The Jeff Bleich Centre for the US Alliance in Digital Technology, Security and Governance is formed to combat digital threats to democratic societies, the first Australian research centre to adopt a multidisciplinary approach to social science.

**Pictured:** Flinders University courses align with defence needs - image courtesy ASC Shipbuilding, BAE Systems Australia

## Investigator Lecture

Australian of the Year, Flinders University alumnus Dr Richard Harris SC OAM, presents the 2019 Investigator Lecture to a booked-out Adelaide Town Hall audience joined by popular scientist Dr Karl Kruszelnicki AM.

## Transforming Caring

The Caring Futures Institute is established to transform how people care for themselves and others, making it Australia's first research hub dedicated to the study of self-care and caring solutions.

**Pictured:** cover of the Brave Minds magazine

## Art Museum

Flinders University's art museum rebrands as the Flinders University Museum of Art (FUMA), including a new on-site gallery to enhance education and better share its unique collections with the community.

## International Student Wins

Flinders University international students win an outstanding six of the eight tertiary categories in this year's StudyAdelaide International Student Awards, including International Student of the Year for the second year in a row.

**Pictured:** members of the Flinders NVI team

# KEY STATISTICS

## STUDENT AND STAFF NUMBERS – FIVE-YEAR FIGURES

	2015	2016	2017	2018	2019
<b>STUDENT NUMBERS</b>					
Australian	20,186	20,532	20,762	20,666	20,530
International	4,561	4,665	4,801	5,399	5,227
Offshore	1,830	1,637	1,516	1,624	1,559
Onshore	2,731	3,028	3,285	3,775	3,668
<b>Total</b>	<b>24,747</b>	<b>25,197</b>	<b>25,563</b>	<b>26,065</b>	<b>25,757</b>
<b>Gender</b>					
Female Students	15,637	16,055	16,454	16,888	16,823
Male Students	9,110	9,142	9,107	9,169	8,928
Indeterminate/Intersex/Unspecified		1	2	8	6
<b>Total</b>	<b>24,747</b>	<b>25,197</b>	<b>25,563</b>	<b>26,065</b>	<b>25,757</b>
<b>STAFF (FTE)</b>					
Academic	875	844	828	880	832
Non-Academic	1,207	1,115	1,091	1,115	1,173
<b>Total</b>	<b>2,082</b>	<b>1,959</b>	<b>1,920</b>	<b>1,995</b>	<b>2,005</b>
<b>Student-staff ratio</b>	<b>18.30</b>	<b>18.58</b>	<b>18.60</b>	<b>18.44</b>	<b>18.98</b>
<b>HIGHER DEGREE RESEARCH ENROLMENTS</b>					
Masters Research	107	95	72	67	61
PhD	1,096	1,098	1,035	985	917
<b>Total</b>	<b>1,203</b>	<b>1,193</b>	<b>1,107</b>	<b>1,052</b>	<b>978</b>

Source: Official Commonwealth Student Data Collection 2015-2019 (extracted from FBA @04/05/2019)

### Notes on student-staff ratio calculation:

- (i) Includes all Flinders University FT/FFT and Casual Staff FTE 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

	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000
<b>UNIVERSITY – CONSOLIDATED RESULTS</b>					
<b>Income</b>					
Teaching	314,875	333,825	348,400	369,179	379,815
Research	82,416	80,565	77,077	79,890	80,327
Other Government (Non-Research)	27,523	27,094	25,869	27,838	29,047
Investment	7,872	9,884	10,755	9,439	19,573
Other	33,623	38,827	35,440	28,778	22,019
<b>Total Income</b>	<b>466,308</b>	<b>490,195</b>	<b>497,540</b>	<b>515,125</b>	<b>530,781</b>
<b>Expenses</b>					
Employee Related	297,881	313,526	309,958	322,173	321,749
Depreciation and Amortisation	29,961	33,869	35,244	38,124	42,260
Other	124,117	115,214	125,968	135,659	141,439
<b>Total Expenses</b>	<b>451,960</b>	<b>462,609</b>	<b>471,170</b>	<b>495,956</b>	<b>505,448</b>
<b>Net Result</b>	<b>14,348</b>	<b>27,586</b>	<b>26,370</b>	<b>19,169</b>	<b>25,333</b>
Operating Margin	3.1%	5.6%	5.3%	3.7%	4.8%
<b>UNIVERSITY – CONSOLIDATED FINANCIAL POSITION</b>					
<b>Assets</b>					
Cash and Term Deposits	56,957	75,800	97,894	92,548	85,733
Investments	64,605	69,768	93,606	113,741	140,527
Property, Plant and Equipment	587,761	602,093	599,963	607,224	627,701
Other Assets	101,884	99,325	97,196	111,112	130,523
<b>Total Assets</b>	<b>811,207</b>	<b>846,986</b>	<b>888,659</b>	<b>924,625</b>	<b>984,484</b>
<b>Total Liabilities</b>	<b>152,586</b>	<b>148,995</b>	<b>158,163</b>	<b>165,857</b>	<b>206,098</b>
<b>Net Assets</b>	<b>658,621</b>	<b>697,991</b>	<b>730,496</b>	<b>758,768</b>	<b>778,386</b>
Current Ratio	1.2	1.4	1.4	1.3	1.1

# UNIVERSITY COUNCIL



From left to right: Mr Douglas Gautier, Mr George Freney, Professor Brenda Wilson, Professor John Roddick, Mr Stephen Hains, Mr Stephen Gerlach, Ms Elizabeth Perry, Ms Kathryn Gramp, Professor Colin Stirling, Dr Amanda Muller, Mr John Hood, Ms Natalie Hills.

Absent from 2019 membership: Ms Sharon Wilson, Ms Olivia Hanna, Ms Katt Hatzi, Ms Christine Zeitz.  
Absent from 2020 membership: Ms Sharon Wilson, Mr Aidan Cornelius-Bell, Ms Natasha Kidd.

# SENIOR EXECUTIVE TEAM



## President and Vice-Chancellor Professor Colin Stirling

Professor Colin Stirling has extensive experience in research, teaching and management. As 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 leadership, innovation and successful change management through roles including Vice-President at the University of Manchester, and Provost and Senior Deputy Vice-Chancellor at Curtin University.



## Deputy Vice-Chancellor (Research) Professor Robert Saint

Professor Robert Saint oversees research including research students. A University of Adelaide graduate, he has a notable background in science research and innovation, particularly in the area of molecular biology. Professor Saint has been a member of the Prime Minister's Science Engineering and Innovation Council, the ARC College of Experts, NHMRC Grant Review Panels and the Human Frontier Science Program Grant Review Panel. Prior to Flinders University, he led research teams across Australia including at the Australia National University and University of Melbourne. Professor Saint has received several prestigious awards throughout his career, and was appointed a Member of the Order of Australia in 2017.



## Deputy Vice-Chancellor (Students) Professor Clare Pollock

Professor Clare Pollock leads educational strategy and student success, and oversees student-related and academic services. A graduate of Oxford University and the University of London, her distinguished research career has focused on the role of psychology to improve safety. She has a long history of leadership roles at Curtin University and has held many board positions, currently serving as a member of the South Australian Tertiary Admissions Centre board and the Universities Australia Deputy Vice-Chancellor (Academic) group.



## Vice-President and Pro Vice-Chancellor (International) Sebastian Raneskold

Sebastian Raneskold has responsibility for international strategy and activities, ensuring internationalisation is integrated into University teaching, research and engagement. A social anthropology graduate from Lund and Stockholm Universities, he has a strong track record in strategic business development, marketing, stakeholder collaboration and international relations. Mr Raneskold has held international leadership roles in Australia and Sweden and is a member of the International Committee of the Innovative Research Universities (IRU) and the Study Adelaide Board. He also sits on the International Network of Universities Executive Council and is a member of several professional bodies including IEAA (International Education Association of Australia) and EAIE (European Association of International Education).



## Vice-President (Corporate Services) Mark Gregory

With a leadership background in Australia and the United States, Mark Gregory has 20 years' experience in higher education, capital projects, regional development and start-up incubation. He has been Chief Information Officer at the University of Adelaide and Associate Vice-President, Finance and Administration at Portland State University. Mr Gregory oversees a broad portfolio including finance, people and culture, information technology, property, governance, student accommodation and the university library. He holds an MBA and degrees in computer science, mathematics and psychology.



## Executive Director, Office of Communication and Engagement Callista Thillou

Callista Thillou is responsible for leadership of Flinders University's marketing, media and communications, alumni, and external engagement functions. She has global experience in strategic higher education management, including leading the United Kingdom's higher education representation and engagement with the European Union through senior roles at Universities UK. In Australia, Ms Thillou's previous roles include Director of Communications and Government Relations at the Australian Vice-Chancellors Committee. She holds a Bachelor of Business in Communications and a Masters degree in Marketing.



## Chief Financial Officer Richard Porter

With previous roles as CEO and CFO across a range of South Australian sectors, Mr Porter has a wealth of experience in business strategy, finance and accounting. A University of South Australia graduate, he holds a Bachelor of Economics and an MBA and is a Certified Practising Accountant. Mr Porter is charged with managing Flinders University's finance function including reporting, operations, procurement, tax and insurance.



## Vice-President and Executive Dean, College of Business, Government and Law Professor Phyllis Tharenou

Professor Phyllis Tharenou has held several executive roles at Flinders University, following earlier senior positions including Executive Director of Social, Behavioural and Economic Sciences at the ARC and Dean Research at the University of South Australia. Recognised for research in international careers, global mobility, gender differences in managerial career advancement, and human resources especially of training, Professor Tharenou is a Fellow of the Society for Industrial and Organizational Psychology in the United States, and the Australian and New Zealand Academy of Management.



## Vice-President and Executive Dean, College of Education, Psychology and Social Work Professor Mike Kyrios

Professor Mike Kyrios is a clinical psychologist who has held a range of academic, professional and administrative roles. His research covers the biopsychosocial spectrum and focuses on anxiety, depression, behavioural addictions and obsessive-compulsive disorders. An internationally sought-after speaker, he has been President of the Australian Psychological Society (APS), National Chair of the APS College of Clinical Psychologists and Scientific Chair for the International Congress of Applied Psychology and the World Congress of Behavioral and Cognitive Therapies. Professor Kyrios holds adjunct positions at the University of Melbourne, Swinburne University and the Australian National University. He completed his postgraduate studies at LaTrobe University.



## Vice-President and Executive Dean, College of Humanities, Arts and Social Sciences Professor Vanessa Lemm

Professor Vanessa Lemm has held executive and academic appointments in Latin America, Europe and Australia, including senior leadership positions at the University of New South Wales and the Diego Portales University in Chile. An internationally recognised expert in European continental and political philosophy, she has published widely on Friedrich Nietzsche, biopolitics, and contemporary political thought, is the editor in chief of *Nietzsche-Studien: International Yearbook in Nietzsche Studies*, and co-founded an international research network on biopolitics. She completed her PhD at the New School for Social Research in New York.



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

Professor Jonathan Craig has contributed substantially to kidney disease research, including leading the formation of state, national and international networks for trials and being instrumental in the development of best-practice methods and guidelines. A past member of a WHO expert review panel for public health, Professor Craig's many current advisory roles include member of the National Health and Medical Research Council's Health Translation Advisory Committee, the Pharmaceutical Benefits Advisory Committee, Medical Services Advisory Committee and Commonwealth Department of Health Life Savings Drug Program.



## Vice-President and Executive Dean, College of Nursing and Health Sciences Professor Alison Kitson

Professor Alison Kitson joined Flinders University following her leadership of the University of Adelaide's nursing school. She has held executive roles at the Royal College of Nursing in the United Kingdom and published extensively on nursing and health care, with a focus on research translation. Professor Kitson is a Fellow of the Australian Academy of Health and Medical Research, the American Academy of Nursing and the Royal College of Nursing of the United Kingdom. She also was awarded an Honorary Doctorate from Malmo University, Sweden, for her work on nursing quality and standards of care.



## 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 currently part of a US based team developing software for the world's leading fastest computer.



Dr Luke Grundy and Professor Stuart Brierley in their lab at SAHMRI



Professor Robyn Clark is internationally recognised for her research into heart failure and cardiovascular disease management

# RESEARCH SUCCESS

The inaugural ARC Engagement and Impact assessment and the Excellence in Research Australia ratings reflected the quality of research at Flinders University in a year of rich contributions and strategic developments.

## Innovative Collaboration

A high-tech \$4 million centre was unveiled in February to house the University's Adelaide Institute for Sleep Health. Shortly after, the Caring Futures Institute was launched to address the challenges of an ageing population, chronic illness and rising health care costs by transforming approaches to caring. The Jeff Bleich Centre for the US Alliance in Digital Technology, Security and Governance was established to tackle digital threats to democracy, while the University's new Social Work Innovation Research Living Space (SWIRLS) has brought together researchers, practitioners and other stakeholders for fresh approaches to complex societal problems.

By bringing together expertise from different disciplines and working in partnership with industry, government and the community, Flinders is delivering research that is relevant and makes a difference.

A \$22.3 million Federal Government-funded Biomedical Translation Bridge program was announced to grow Australia's medical technologies and pharmaceuticals sector. Managed by the national industry growth centre MTPConnect, it has the support of three venture partners including the Flinders University-led Medical Device Partnering Program, which is responsible for mentoring medtech applicants from across the country.

## Health

The Flinders Health and Medical Research Institute (FHMRI) was established to advance the University's life-changing medical innovations through three broad themes: clinical translation, healthy communities and molecular biosciences. Working with practitioners, patients and an extensive network of remote and rural partnerships,

FHMRI is bringing experts together to improve health, prevent disease and combat health inequalities.

A major study led by Professor Derek Chew found 70% of patients presenting to emergency departments with chest pain could be safely discharged sooner as a result of a faster, more sensitive blood test. Professor Nikolai Petrovsky developed a more effective flu vaccine that moved to clinical trials, while Professor Stuart Brierley and team discovered that chronic pain experienced by people with Irritable Bowel Syndrome could be linked to receptors in the gut that are identical to the receptors that cause itching – essentially the pain is an "itchy gut". A treatment is in development.

A study led by PhD candidate Sarah Fraser found that western concepts of care delivery are hampering the recovery of Aboriginal and Torres Strait Islander burns patients, who have the highest burn injury rates of all Australians. Research by Dr Simon Wilksch identified the connection between specific social media platforms and body image issues in young adolescents, while US and Australian researchers including Distinguished Professor Tracey Wade made a breakthrough discovery of eight genes associated with anorexia nervosa – and the search continues for more. Professor Wade is a research lead in the University's Órama Institute for Mental Health, Wellbeing and Neuroscience, which focuses on the five themes of mental health and emotional wellbeing, trauma and violence, neuroscience and neurocognition, mental health disorders and services.

Among highlights from sleep researchers, Professor Michael Gradisar collaborated with national youth mental health services to translate years of research into free tools to help young people with sleep conditions, while Professor Doug McEvoy and colleagues revealed treating insomnia first in those with both insomnia and sleep apnoea can produce 50% better outcomes.

Research is a fundamental cornerstone of the mission of the University. Through research and research-led teaching, we build and develop the knowledge and capabilities that improve lives and enhance society.

**Key research areas include:**  
 Biomedical and clinical sciences  
 Culture, policy and society  
 Health and caring  
 Mental health and human behaviour  
 Molecular science and technology  
 Defence  
 Engineering  
 Water and environment

(Please note that the values provided are total project values for grants administered by Flinders. A portion of this funding will be transferred to partner organisations and therefore not be eligible for inclusion in HERDC as research income. Conversely, we also receive a portion of some grants administered by other universities that is included).

**\$12.3m**

NHMRC GRANTS

**90%**

OF ASSESSED RESEARCH RATED MEDIUM TO HIGH FOR ENGAGEMENT AND IMPACT IN THE INAUGURAL ARC EI ASSESSMENT

**10**

EARLY CAREER RESEARCH PROJECTS AWARDED IMPACT SEED FUNDING UP TO \$10K EACH

**\$8.1m**

ARC GRANTS

**\$100m**

ADDITIONAL FLINDERS UNIVERSITY 5-YEAR RESEARCH INVESTMENT COMMITMENT

**\$2.6m**

GRANT FROM BHP AND RIO TINTO FOR THE GROUNDWATER MODELLING DECISION SUPPORT INITIATIVE

**\$1.3m**

CONTRIBUTION BY THE NATIONAL COLLABORATIVE RESEARCH INFRASTRUCTURE STRATEGY AND SA GOVERNMENT TOWARDS THE UNIVERSITY'S \$2M PHOTOEMISSION ELECTRON MICROSCOPE

**200%**

INCREASED NUMBER OF DISCIPLINES RATED WELL ABOVE WORLD STANDARD BY THE EXCELLENCE IN RESEARCH FOR AUSTRALIA ASSESSMENT COMPARED TO 2012

Amongst the University's grants successes, a \$1.35 million NHMRC partnership grant was awarded to the Country Heart Attack Prevention Project led by Professor Robyn Clark. Two Flinders researchers were granted more than \$800,000 in ARC Discovery Early Career Researcher funding. Dr Kate Laver was awarded \$418,280 for research into the better use of technology in aged and dementia home care, and \$392,132 was awarded to Dr Jacqueline Nguyen to investigate the evolution of Australian songbirds.

## Environment

Researchers in ecology, new technologies and the environment are helping create a sustainable future. Dr Samantha Muller's examination of conservation by First Nations groups in New Zealand, North America and Australia found sovereign partnerships which harness the expertise of Indigenous people connected to country can drive a sustainable approach to environmental management. Sophisticated modelling by a team led by Dr Frédéric Saltré and Professor Corey Bradshaw resolved a long standing mystery about what caused the extinction of Australia's megafauna – such as giant kangaroos and wombats – finding climate change and human impacts were dually responsible.

Flinders water experts are delivering insights into the management of this precious resource, including Professor Adrian Werner's advances to understand freshwater reservoirs beneath the ocean and Professor Howard Fallowfield's efficient wastewater solution for rural communities using algae. Meanwhile, Flinders' nanotechnology experts are progressing next generation solar technology, creating efficient phosphorene nanosheets using the University's revolutionary vortex fluidic device, while Professor Justin Chalker and team devised an environmentally-friendly method to clean up toxic PFAS chemicals by creating a new absorbent polymer from waste cooking oil.

## Marine and Maritime

Associate Professor Charlie Huvneers led an array of research into sharks, their populations and their interactions with humans. It included testing a new wetsuit technology which was found to reduce blood loss from shark bites. Among other unique projects, John McCarthy, a PhD candidate in Maritime Archaeology, created an acclaimed virtual dive of an actual 360 year-old Dutch ship, bringing 17th century shipbuilding and history to the public.

## Defence

Flinders University continued to increase its national and international defence research reputation, and was a finalist for *Academic Institution of the Year* in the 2019 Australian Defence Industry Awards.

Flinders secured a range of research projects in support of the Future Frigate and Future Submarine Program, demonstrating its growing importance as a research partner of choice for Australia's defence industry.

A new multi-million collaboration between Flinders and ASC Shipbuilding - BAE Systems Australia's shipbuilding business - will focus on Industry 4.0 and advanced manufacturing research to support the Hunter Class Frigate Program. Additionally, Flinders and Naval Group Pacific announced a major Industry 4.0 partnership to support Naval Group's digital shipyard vision through projects such as mobile machining robots and exoskeleton technologies. Flinders was also selected by Lockheed Martin Australia as one of its research partners to develop advanced technologies for Australia's Future Submarine Program.

Flinders researchers across all six Colleges have been involved in a range of research supported by the Defence Science and Technology Group including securing membership of important national research networks such as the Human Performance Research Network and the Research Network for Undersea Decision Superiority.



Flinders University Alumni Award recipients 2019



Professor Jonathan Craig



NT medical student Nikki Kastellorizios

# OUR PEOPLE

## Student changemakers

Flinders University students featured prominently in the Playford Trust scholarships, sharing in some \$500,000 to build South Australia's capacity in strategic STEM areas. Andrea Bertram won a coveted PhD scholarship for her research sequencing snapper DNA markers to inform sustainable management, as did Nick Booth for his project uncovering how legumes harness and use atmospheric nitrogen.

Second-year NT medical student Nikki Kastellorizios won the 2019 AMA Indigenous Medical Scholarship. A mother of three, she has a long-term goal to work in remote Indigenous communities.

Sean Henschke was recognised as an 'Out For Australia 30 Under 30 leaders of tomorrow' for his support of the nation's queer community. The national awards, hosted by LGBTIQ mentorship organisation Out for Australia, celebrate the contributions of change makers improving the lives of LGBTIQ people.

Among other highlights, PhD candidate Matthew Firth won the Proxime prize in the 2019 Mediaeval Journal Essay Prize awarded by Scotland's University of St Andrews, with his essay *An Icelander in the Court of King Knut: History and Memory in Bjarnar saga Hitdaelakappa*.

## Alumni excellence

Alumni demonstrate the value of a Flinders University education and many high achievers were celebrated over the year.

Two graduates, Sarah Finney and Dr Samantha Moyle, won Prime Minister's Prizes for Excellence in Science Teaching in Primary Schools and Excellence in Science Teaching in Secondary Schools respectively. Medicine graduate Dr Raphael Torome was awarded Australian General Practice Supervisor of the Year while Mount Gambier's Hawkins Clinic - home to many Flinders

University alumni and longstanding medical training partner - was the nation's 2019 General Practice of the Year.

An honorary doctorate was awarded to joint 2019 Australian of the Year and 2018 Flinders University Distinguished Alumni Award recipient Dr Richard Harris SC OAM. Sister Judith Redden AO, Principal of Saint Aloysius College for three decades and champion for disadvantaged people, received a doctorate in education culminating 42 years of Flinders University learning.

Professor Anne Kavanagh and Dr Olivia Samardzic PSM were awarded Convocation Medals in the University's 2019 Alumni Awards, with Distinguished Alumni Awards going to Shona Reid, Dr Sukhvinder Badwal, Alan Tucker, Kim Cheater, Basia Bonkowski, Professor Liz Eckermann\* and Adjunct Associate Professor Jenny Hurley.

\*Awarded posthumously.

## Research leaders

Four Flinders University researchers were named number one in Australia in their respective fields by *The Australian's* annual *Research* magazine. Vice-President of the College of Medicine and Public Health Professor Jonathan Craig led the nation for urology and nephrology, Professor Marika Tiggemann for gender studies, Professor Lambert Schuwirth for education research and Professor Adrian Werner for hydrology and water resources. These internationally acclaimed researchers were selected by a rigorous, big data-powered analysis of online information.

## Global community

Associate Professor Udoy Saikia was one of three Australian experts chosen to review the *UN Global Report on Sustainable Development 2019*, while Professor Sabine Dittmann was appointed to the Australian Antarctic Science Council - one of just two academics on the national body established to advise Government on the Australian Antarctic Science Program.

Building on years of research in the Galápagos Islands, Professor Sonia Kleindorfer partnered with Dr Katharina Peters, the Charles Darwin Foundation and Galápagos National Park authorities to produce a field guidebook, published in English and Spanish, on the islands' at-risk birdlife. Dunes expert Professor Patrick Hesp won international fellowships and grants to further knowledge of unusual dune formations in Poland, Morocco, Tibet and China.

## Tall Poppies

Behavioural influences of modern living are the focus of two researchers named SA Tall Poppy finalists. Associate Professor Sarah Cohen-Woods is investigating genomic and epigenomic bases of behaviour and psychological disorders and environmental impacts, while Dr Oren Griffith studies the interactions between knowledge, uncertainty and selective attention using electrophysiological measures to study attentional processes.

## Technology innovators

Chief Information Officer Kerrie Campbell was listed on CIO Australia's top 50 Chief Information Officers for 2019, which recognises inspirational executives who have driven technology-led innovations. Under her leadership, the University's Information and Digital Services secured first place in the Australia / New Zealand University IT Service Quality Benchmark report.

## Trailblazing women

Graduates and employees were proclaimed South Australian change makers in a showcase by *The Advertiser* as part of its 125th anniversary celebrations of women's suffrage. These include staff members Professor Karen Reynolds, Professor Karen Burke da Silva and Associate Professor Maria Parappilly - who won the publication's Woman of the Year Top Innovator award in recognition of her achievements inspiring and supporting girls towards STEM futures.



# TEACHING EXCELLENCE

Flinders University's exceptional teaching was reflected with five-star ratings in the Good Universities Guide, in the pivotal metrics of student/teacher ratio, skills development, learning resources and overall student satisfaction.

Excellence in teaching was acknowledged through internal and external honours, including the University's Vice-Chancellor's Awards for Excellence in Teaching and Innovation in Teaching which recognised ten exceptional teachers in 2019. These were Associate Professor Barbara Baird, Dr Nick Prescott and Dr Nicholas Godfrey (College of Humanities, Arts and Social Sciences); Dr Maxine Moore, Dr Voula Gaganis, Dr Tim Chataway and Ms Nusa Chegeni (College of Medicine and Public Health); Dr Stefania Velardo (College of Education, Psychology and Social Work) and Professor Ingo Koper and Dr Dylan Irvine (College of Science and Engineering).

Annual Learning and Teaching Week was coordinated by the University's Centre for Innovation in Learning and Teaching and hosted special guests on the theme *Shared Endeavour: Students and Staff Working and Learning Together*. Participants heard from creative academics and learned through engaging debate and practical sessions.

Flinders University leans on its robust industry relationships to continually revise courses and deliver exceptional workplace experiences for students. A highlight was a new suite of legal courses developed over 2019 focusing on the legal implications of emerging technologies, together with the use of technologies in practice to increase access to justice. A new core topic, 'Law in a Digital Age', will equip students with skills of vital importance given the fast-changing pace of technology.

Work Integrated Learning is central to the University's commitment to high quality learning and teaching and makes a significant contribution to the transition of graduates to the workplace. Biomedical Engineering student Andrew Vonow completed a WIL placement in Canada at the University of Alberta's rehabilitation engineering and assistive technology group. While there he attended the 20th Annual Alberta Biomedical Engineering Conference and won best student paper and a new program was developed - Bachelor of Creative Arts (Enterprise) - building on the University's arts excellence to deliver a combination of arts, business and innovation expertise.

A week-long workshop for Master of Public Health students enriched them with skills to advance health equity anywhere in the world. Part of the 'Action on Social Determinants of Health' mid-year topic, students - like Amar from Sri Lanka and Coco from China - commended the intensive for delving into the background factors behind disease and the importance of empowering communities to transform health outcomes. Flinders University's attention to the broad aspects of health is reflected in our number one ranking in Australia for full time employment for medicine graduates, and number one in South Australia for teaching quality in medicine (Good Universities Guide 2019).

Effective use of learning technology, including world-class online learning experiences, are key elements of the University's commitment to high quality learning and teaching. This, along with advancing the use of learning analytics, is ensuring our career-ready graduates are equipped to be lifelong contributors to society.

In arts, Flinders University and collaborator CDW Studios placed in the world's top ten digital illustration schools for the third year (the Rookies design community).

**Pictured:** Professor Gavin Prideaux - right - with students in the University's dedicated palaeontology laboratory. Flinders University offers the best training ground for palaeontologists in Australia with the nation's only Bachelor of Science in Palaeontology and its biggest palaeo team



Amar and Coco, Master of Public Health students

## FIVE STARS

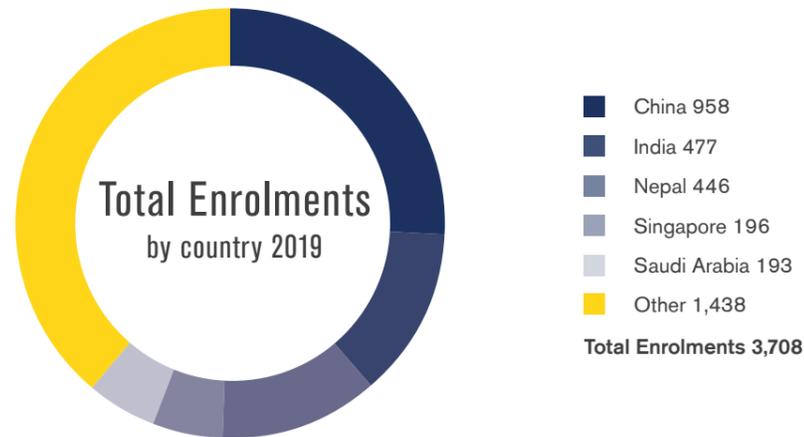
- student teacher ratio
- skills development
- learning resources
- overall student satisfaction



High quality facilities and modern equipment support Flinders University students to succeed

# INTERNATIONALLY ENGAGED

Flinders University is a multicultural university, attracting a growing number of international students from more than 80 countries into an increasing range of courses, with international student services ranked among Australia's best.



## LEARNING WITHOUT BORDERS

Flinders University's Learn Without Borders Program supported 615 students to enjoy international experiences in 2019. These ranged from short-term cultural experiences to research internships, traditional semester exchanges with partner universities around the globe and international field-trip opportunities unique to Flinders University.

Pleasingly, nine Flinders University students were awarded Nicholas Baudin Internships in France scholarships, representing a third of the total national scholarship wins.

Additionally, two Flinders students were selected for prized year-long New Colombo Plan international scholarships,

Bayan Yazdani and Hannah Trudinger, building on the University's first student win in 2018. Hannah completed three years of a Bachelor of Science majoring in clean technology, and will complete her honours year in Indonesia, spending six-months at the University of Surabaya in East Java, followed by a six-month internship in the future.



New Colombo Plan scholar  
Hannah Trudinger

## INTERNATIONAL STUDENT SUCCESS

Flinders University students won six of the eight tertiary student categories in the 2019 StudyAdelaide International Student Awards, including (joint) International Student of the Year for the second year in a row, awarded to Italian Alessandro Sereni. Alessandro is studying a Master in International Development, following an earlier undergraduate six-month exchange at Flinders. These awards recognise academic achievement and community contributions and are testament to the calibre of our international students and the quality of support provided at Flinders University.



Alessandro Sereni, (back, centre left), next to Vice-Chancellor Professor Colin Stirling, Sebastian Raneskold (far right) and other winners of the 2019 StudyAdelaide international student awards

2019 saw the formation of 61 new education and research partnerships across 19 countries



## Global relationships

Flinders hosted and engaged with a range of international partners over 2019:

Our senior executives joined Nankai University in Tianjin, China to celebrate its 100th anniversary. Flinders has partnered with Nankai for two decades in the delivery of postgraduate programs.

French acting and directing icon Ms Zabou Breitman undertook a three-week artist in residency at Flinders.

Flinders University entered into three new cotutelle agreements in 2019, one with a longstanding cotutelle partner and two with new partner universities.

Managers of global education agencies converged at Bedford Park for a week of business and marketing focused professional development, whilst experiencing the culture and educational excellence of Flinders. A first in Australia, the Flinders University Executive Education program innovatively built on existing relationships with an important international stakeholder group.

In September 2019 a senior delegation of Flinders International staff launched the groundwork for a Flinders India Strategy. The delegation hosted education agent and partner workshops and met with Austrade, the Australian High Commission and a range of universities throughout India, to explore recruitment, education, research and partnership opportunities; paving the way for a Senior Executive Flinders University delegation early in 2020.

In December 2019 Flinders University hosted leaders from industry and academia, including South Australian Premier

Steven Marshall, and delegates from France for the France-Australia Higher Education, Research and Industry Workshop. The international event explored opportunities to expand the deepening relationship between the two countries, including through the Nicholas Baudin internships coordinated by the Embassy of France in Australia. These internships focus on industry priorities such as marine technology, advanced manufacturing and materials engineering.

## International Industry Engagement

Flinders collaborations strengthened through major new and existing partnerships in 2019 including:

An agreement with leading French graduate school of engineering ENSTA Bretagne and global shipbuilder Naval Group to advance autonomous maritime vehicle technology research and development and education.

The Torrens Resilience Institute was awarded funds for a new three-objective program working in partnership with the Weapons Threat Reduction Program (WTRP) at Global Affairs Canada. The Program works toward implementing Canada's obligations under the G-7 led Global Partnership against the Spread of Weapons and Materials of Mass Destruction.

A new partnership with the University of Strathclyde, Advanced Forming Research Centre and the University of Sheffield, Advanced Manufacturing Research Centre, to support the establishment of a Factory of the Future facility at Tonsley and accelerate the uptake and diffusion of advanced manufacturing technologies in Australia.

## TRANSNATIONAL EDUCATION

Flinders University delivered eight courses to 1557 students in collaboration with international partners in three countries: China (including Hong Kong SAR), Malaysia and Singapore. Flinders Transnational Education (TNE) programs include Masters and Bachelor courses in Psychology, Education, Creative Arts, International Relations and Health Administration.

In 2019, more than 550 Flinders students celebrated their graduation from postgraduate degrees in China, taking the University's TNE alumni in China (including Hong Kong SAR), Malaysia and Singapore to 8190.

# FLINDERS CENTRAL CORRIDOR

Flinders University has a unique footprint that extends from regional South Australia through remote central Australia up to Nhulunbuy in the Northern Territory.

Flinders University Rural Health SA facilitates high quality, multidisciplinary health education and research in South Australia's regional areas, including local placement opportunities for rural students.

Flinders NT is a hub of health research, education and workforce development. Together with delivering the Flinders NT Medical Program, it provides health placements and workforce support, inspires healthy living and careers in health, and supports NT communities through innovative initiatives such as the Poche Centre for Indigenous Health (Poche Flinders).

In 2019, Poche Flinders welcomed new leaders Director Shane Mohor and Deputy Director Dr Maree Meredith. Mr Mohor is one of Flinders' first Indigenous graduates of the Bachelor of Nursing Practice. Dr Meredith is Poche Flinders' first PhD graduate, whose research centres on the valuable role of Aboriginal art centres in the health and happiness of Indigenous communities.

Now affiliated under the new Flinders Health and Medical Research Institute (FHMRI), Poche Flinders has bases in Bedford Park, Alice Springs and Darwin where Mr Mohor and Dr Meredith are based. It forms part of a national network focused on building health and health leadership in Aboriginal and Torres Strait Islander people.



Shane Mohor and  
Dr Maree Meredith

## Pursuing Indigenous health close to home

Jean Pepperill, a third-year student in the Flinders NT Medical Program, won the MDA National and Rural Doctors Association health bursary in 2019. She received \$7,000 to support her upcoming clinical placements in remote Northern Territory locations.

Born in Barrow Creek in central Northern Territory, Ms Pepperill identifies as a Kaytetye woman and plans to work as a doctor in Alice Springs after she graduates. During 2019 she trained at Alice Springs Hospital and the Central Australian Aboriginal Congress primary healthcare service.

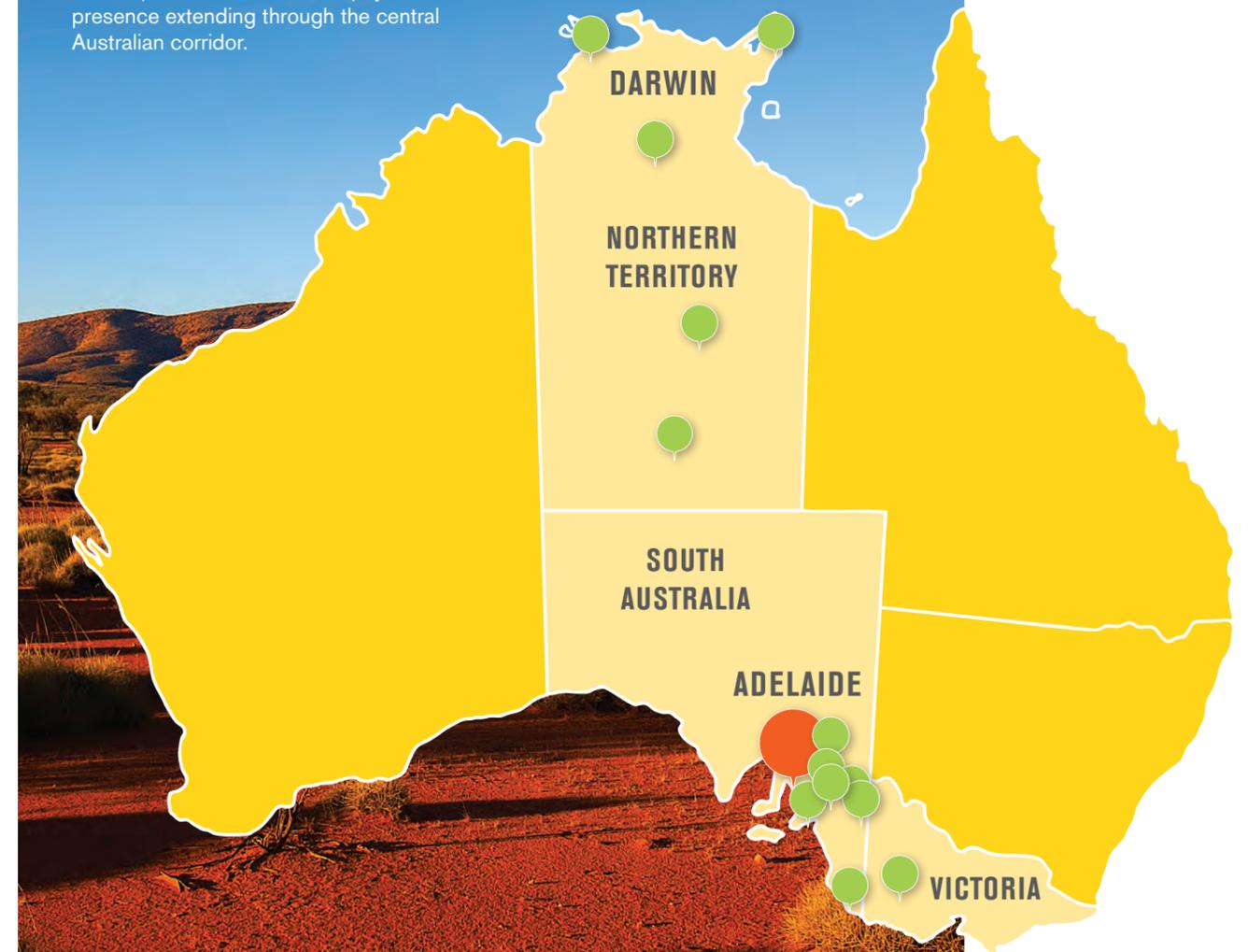
"As a student in the Flinders NT medical program I am lucky to be able to pursue my passion for medicine in a program that focuses on rural/remote and Aboriginal and Torres Strait Islander health, close to my family and community," she says.



Jean Pepperill

# GEOGRAPHIC FOOTPRINT

Headquartered in Adelaide, South Australia, we offer exceptional teaching on campus and online, with a physical presence extending through the central Australian corridor.



## ADELAIDE

- BEDFORD PARK
- BROOKLYN PARK
- DAW PARK
- NOARLUNGA
- TONSLEY
- VICTORIA SQUARE

## SOUTH AUSTRALIA

- BAROSSA
- BURRA
- MOUNT GAMBIER
- MURRAY BRIDGE
- PORT LINCOLN
- RENMARK
- VICTOR HARBOR

## NORTHERN TERRITORY

- ALICE SPRINGS
- DARWIN
- KATHERINE
- NHULUNBUY
- TENNANT CREEK

## VICTORIA

- HAMILTON

# COMMUNITY ENGAGEMENT



Festive at Flinders in the Plaza

## Flinders Health2GO

A new allied health centre opened to the community with the expansion and renaming of Flinders Vision at the University's Sturt campus. The cutting-edge facilities at Flinders Health2Go are delivering optometry, physiotherapy, hearing and speech pathology services that are both affordable and high quality, while providing training and research opportunities using the newest technology.

## Plaza concerts

Matt Corby performed his only South Australian concert at Flinders University, delivering a soulful music experience complemented by the unique natural surrounds of the award-winning Hub and Plaza. This vibrant heart of Bedford Park campus is an ideal venue for community events and is increasingly welcoming people from all over Adelaide, in addition to the many events staged for students.

## Sporting partnerships

Work placements ranging from exercise science and nutrition to business and marketing are benefiting Flinders University students, as part of an agreement with Adelaide United Football Club that includes University-branded shirts worn by players for 2019-20 A-League home games. Flinders University also continued its longstanding partnership with the South Adelaide Football Club - and the home of the Panthers is now well known as Flinders University Stadium, three years into a five-year naming rights arrangement.



Adelaide United players in their Flinders University shirts

## Reconciliation Action Plan development

In early 2019 Flinders University embarked upon the development of its inaugural INNOVATE Reconciliation Action Plan. Developed over many months of consultation with students, staff, alumni and Aboriginal and Torres Strait Islander communities across South Australia and the Northern Territory, its launch in 2020 will set the University on its own unique journey to reconciliation. Grounded in the concepts of togetherness, reciprocity, and respect this vision for Reconciliation will embed Indigenous perspectives across our activities and deepen our commitment to our First Nations peoples and their knowledge and cultures in a spirit of equity, integrity and unity.

The FUMA gallery



## Flinders University Museum of Art

A new gallery space was opened at Bedford Park campus for the University's renowned art museum, which was energised with a vibrant re-brand and new name – the Flinders University Museum of Art (FUMA.) Designed to foster deeper engagement from within and outside the University, this fresh space will host regular exhibitions drawing on one of the largest university art collections in Australia including Indigenous Australian art, European prints, post-object and documentation art and Australian political prints. The launch of FUMA and its gallery featured a magnificent exhibition of Hermannsburg School paintings.

## Stem Enrichment Academy

In a first for South Australia, more than 140 Year 9 girls were immersed in three days of STEM insights at a science and innovation intensive at Tonsley campus. Flinders University's STEM Enrichment Academy Conference featured hands-on workshops, tours, industry talks and round-table discussions to inspire girls towards STEM futures. It forms part of the STEM Enrichment Academy delivered by the University over 2018 and 2019 through its STEM Women Branching Out group, supported by Federal Government funding.

## Community Voices program

A 13-year old initiative, the Community Voices program connects talented Flinders University film-making students with non-profit organisations, supporting their work by creating promotional videos. In 2019, students created videos for Baptist Care SA, Headspace Port Adelaide, Lutheran Community Care and Puddle Jumpers. As a testament to the quality and value of these creations, both the Lutheran Community Care and Headspace productions won awards in the student category of the Adelaide Advertising and Design Club Awards.

## SpringFest 2019

What better way to welcome spring than through live performances, hands-on wildlife experiences and interactive activities of all kinds? Flinders University's award-winning major community event delighted again in 2019, delivering a fun-filled day to thousands of young explorers and their families, in conjunction with Nature Play SA. Popular activities at the third annual SpringFest included ice-cream making and dancing classes, interactive animal shows and thermal body temperature selfies.

## Boosting local business

Flinders University's globally lauded New Venture Institute (NVI) was the only Australian business incubator to make the world listing of international authority the UBI World Benchmark study, and equal top three for the Asia-Pacific region. The entrepreneurial incubator connected and trained hundreds of established businesses and emerging entrepreneurs over the year and broadened its regional contributions by establishing hubs in Mount Gambier, Port Pirie and Byron Bay.

## Festive at Flinders

The focus shifted to fun, food and festivities as an exciting new event, Festive at Flinders, welcomed the community in December. Families flocked to the Hub and Plaza to enjoy free entertainment from childrens' favourite Peter Combe, cabaret star Ali McGregor, samba band Jambu Loco in collaboration with Sambatuka and dazzling Brazilian dancers Las Chicas Bomba, the uplifting Tutti Choir and Indigenous dancers. Festivities continued into the evening, including a Christmas Market and The Grinch playing on the big screen.



# FLINDERS VILLAGE

Artists impression of Flinders Village. Aerial view/map indicating boundaries where it will sit and new train station

**“We will work with our communities to create a vibrant urban environment which meets their needs now and into the future. Flinders University has a strong focus on sustainability, and designers will be challenged to incorporate world’s best practice thinking into their proposals.**

**“Our University was founded upon a bold, future-focused vision. This plan marks the next momentous step in our journey to become one of the most innovative, creative and vibrant university campuses anywhere in the world.” – Vice-Chancellor Professor Colin Stirling**



Left and opposite: artist's impression of Flinders Village

The transformational Flinders Village project was announced, and planning commenced on what will become the biggest integrated health and education precinct in South Australia expected to attract \$1.5 billion in economic investment.

Located at Flinders University’s Bedford Park campus adjacent the Flinders Rail Station set to open in late 2020, it will feature student accommodation, an advanced health research facility and retail amenities including entertainment, accommodation and cafes.

The project is a key part of Flinders University’s overarching growth strategy and its most significant undertaking since the University was established. It will deliver a vibrant urban centre that embodies sustainability and progress, sympathetic to the surrounding environment and the needs of Adelaide’s southern community.

Stage one is focused on planning the precinct’s flagship health research building to house the new Flinders Health and Medical Research Institute. This building will be a keystone of the Flinders Village development, from which its vision will be realised through investment and partnerships with private industry, government and other stakeholders.

### Economic highlights

Flinders Village is expected to add significant value to South Australia and the nation, unlocking further research and educational opportunities and acting as a catalyst for economic growth and jobs.

- Attract approximately \$1.5 billion in economic development from private and government sectors, delivering significant direct and flow-on benefits to South Australia
- An additional 3,000 beds for student accommodation at Flinders University
- More than 10,000 construction ‘job years’ during development

### Development features

- State-of-the-art research facilities and teaching simulation spaces
- Affordable, safe, high quality student accommodation on campus
- Transition healthcare accommodation for patients from rural and regional areas and their families visiting adjacent medical facilities
- Retail amenities and related infrastructure for a growing population of staff, students and the local community
- Hotel accommodation for visitors to southern Adelaide
- Community and sporting facilities for use by the University and local residents
- Carparking
- Open spaces and sustainable design.



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# Thank you

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## CLASS GIFT

Graduating class of BMBS(GradEntry) '99 in memory of Dr David Astill

## ORGANISATIONS

Adult Brain Cancer Support Association  
Asia Pacific Heart Rhythm Society  
Australian Philanthropic Services  
Australian Executor Trustees Limited  
British Cardiovascular Intervention Society  
Department of the Premier and Cabinet  
Edwards Lifesciences  
Equity Trustees  
Everglades Fund  
La Trobe University  
Anton & Kadar Lucas and the Lucas Family Trust  
Medtronic Australasia Pty Ltd  
Mixed Incs  
Nature Foundation SA Inc  
Kids Unlimited Trust  
Panarcadian Association of SA  
Resthaven Inc  
Rotary Club of Barossa Valley Foundation Inc  
Sophia Ecumenical Feminist Spirituality Inc  
South Australian Museum  
Spine Society of Australia  
State Government of South Australia  
The Waterhouse Club Inc  
Thyne Reid Foundation  
University of the Third Age, Flinders Branch  
Wattle Range Council

## GIFTS-IN-KIND

Peter Kampfner  
J V S Megaw AM  
Jonathan P Steele

# GOVERNANCE & RISK

Flinders University and its governing Council is established under the *Flinders University Act 1966*. The University is regulated by the Tertiary Education Quality and Standards Agency (TEQSA) 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:

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 of 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)
- two students of the University (not being persons in the full time 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).

## Committees of the University Council

To assist with its responsibilities, Council has established Standing committees which contribute to the effective governance of the University.

The standing committees of Council are:

- Executive Committee
- Academic Senate
- Audit & Risk Committee
- Finance & Investment Committee
- Remuneration Committee

Thank you also to our many donors who wish to remain anonymous.

Each of the standing committees provide expert advice to Council in their key area of responsibility and is chaired by a member of Council, ensuring effective communication with, and accountability to, Council.

The Council refers matters to its standing committees in accordance with their terms of reference.

Committee terms are generally for 2 years with members being eligible for re-appointment at the end of their term.

### Executive Committee

Composition	Key Responsibilities
Chancellor <i>ex officio</i> (Chairperson); and Six (6) Chancellor-appointed members, as follows: <ul style="list-style-type: none"> <li>Vice-Chancellor <i>ex officio</i></li> <li>2 x Deputy Chancellors <i>ex officio</i></li> <li>Chair, Academic Senate <i>ex officio</i></li> <li>2 x external members of Council.</li> </ul>	The Executive Committee is responsible for advising and assisting the Council in the performance of its responsibilities, including governance requirements; composition, structure and monitoring of Council and its committees; the appointment of the Chancellor, Deputy Chancellors and Vice-Chancellor; succession planning; and advising the Council on the University's strategic plan, emerging risks and opportunities.

### Academic Senate

Composition	Key Responsibilities
Appointed members (13): <ul style="list-style-type: none"> <li>Chairperson (a member of the academic staff appointed by the Vice-Chancellor)</li> <li>Twelve (12) senior academic staff, namely, two (2) from each College, with skills and experience appropriate to the Academic Senate's terms of reference, appointed by each Vice-President and Executive Dean giving due consideration to gender balance.</li> </ul> Ex officio members (14): <ul style="list-style-type: none"> <li>Vice-Chancellor</li> <li>Deputy Vice-Chancellor (Research)</li> <li>Deputy Vice-Chancellor (Students)</li> <li>Vice-President and Pro Vice-Chancellor (International)</li> <li>Six (6) x Vice-President and Executive Deans of College</li> <li>Pro Vice-Chancellor (Indigenous)</li> <li>Dean of Graduate Research</li> <li>Student President</li> <li>Education Officer, Student Council.</li> </ul>	Academic Senate oversees and monitors the academic activities of the University and ensures the academic quality and integrity of the University's academic operations.  Senate has four sub-committees to which it has delegated some of these responsibilities: <ul style="list-style-type: none"> <li>Education Quality Committee</li> <li>Research Quality Committee</li> <li>Student Appeals Committee</li> <li>University Higher Degrees by Research Committee</li> </ul>

### Audit & Risk Committee

Composition	Key Responsibilities
The Committee is appointed by the Council and comprises at least three members: <ul style="list-style-type: none"> <li>The Chair will normally be selected from amongst the external membership of Council.</li> <li>All members will be persons external to the University.</li> <li>All members must have an understanding of the content of financial statements and the key financial issues facing the University. At least one member must be qualified and experienced in accounting or finance.</li> <li>The Chancellor will not be a member of the Committee.</li> </ul>	The Audit & 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 & Investment Committee

Composition	Key Responsibilities
The Committee comprises the following members appointed by the Council: <ul style="list-style-type: none"> <li>The Chair will be an external member of Council, other than the Chancellor, with financial and/or commercial expertise.</li> <li>Up to five persons external to the University with relevant expertise, subject to the resulting composition having an equal or greater number of Council members compared to other persons.</li> <li>Vice-Chancellor (<i>ex officio</i>).</li> </ul>	The Finance & 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

Composition	Key Responsibilities
The membership will comprise the members of the Executive Committee except that the Vice-Chancellor will not be a member of the 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.

Member Attendance	FA	C	AS	ARC	EC	FIC	RC						
*Mr Stephen Gerlach AM <i>Chancellor (ex officio)</i>	1/03/10	5	5		4	4	2	2					
*Professor Colin Stirling <i>Vice-Chancellor (ex-officio)</i>	1/01/15	5	5	5	4	5	3	4	4	4	3		
*Professor John Roddick <i>Presiding member of Academic Senate (ex-officio)</i>	1/07/17	5	4	5	5			4	3		2	2	
*Mr George Freney <i>Appointed member of Council</i>	1/01/19	5	4										
*Mr Douglas Gautier AM <i>Appointed member of Council</i>	19/04/12	5	3					4	4		2	2	
*Ms Kathryn Gramp <i>Appointed member of Council</i>	1/01/15	5	4		5	5							
*Mr Stephen Hains <i>Appointed member of Council</i>	1/01/11	5	5					4	4		2	2	
*Ms Elizabeth Perry <i>Appointed member of Council</i>	8/08/13	5	4					4	4	4	4	2	2
*Mr John Hood <i>Appointed member of Council</i>	9/03/17	5	5							4	4		
*Professor Brenda Wilson AM <i>Appointed member of Council</i>	1/10/15	5	3					4	4		2	2	
^*Ms Sharon Wilson <i>Appointed member of Council</i>	23/08/19	2	0										
^Mrs Christine Zeitz <i>Appointed member of Council</i>	15/03/12	2	0										
*Dr Amanda Muller <i>Academic Staff member elected by Academic Staff</i>	13/07/18	5	5										
Ms Natalie Hills <i>Professional Staff member elected by Professional Staff</i>	1/01/17	5	5										
Ms Katt Hatzl <i>Elected Postgraduate student member</i>	14/03/19	5	5	5	3								
Ms Olivia Hanna <i>Elected Undergraduate student member</i>	1/01/18	5	4										

- Number of meetings held
- Number of meetings attended
- FA First appointed/elected
- C Council
- AS Academic Senate\*
- ARC Audit & Risk Committee#
- EC Executive Committee\*
- FIC Finance & Investment Committee#
- RC Remuneration Committee#

This table reflects attendance at formal meetings only.

#Data for Council Members only \*Membership continuing ^ Reflects attendance at meetings while the person was eligible to attend as a member.

# GOVERNANCE & RISK

## Code of Best Practice

The University adheres to the Voluntary Code of Best Practice for the Governance of Australian Universities.

This Code seeks to provide support and guidance to university governing bodies and to university leadership more broadly. It outlines the key roles and responsibilities of governing bodies and provides a suite of recommendations and guidelines to support their effective functioning.

## 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 standing Committees on enterprise and operational risk, including work health and safety. The approach to risk management is consistent with the Australian and New Zealand Standard (AS/NZS ISO 31000:2018).

The University maintains a rolling three-year Internal Audit Plan that is undertaken by the University's internal auditors and is developed with regard to the University's risk register.

The 2019 – 2021 Audit Plan was approved by the Audit and Risk Committee, with 2019 audit areas including policy compliance, strategic procurement, student financial management, research compliance programme, contract management processes and controls, project governance and cyber security. The University also maintains a corporate insurance program that is regularly reviewed with regard to the University's risk profile.

During 2019, the Audit and Risk Committee and Council also approved a new Risk Management Framework to govern the University's risk management processes and systems.

## Sustainability

Following on from its installation in 2018 of approximately 5,900 solar panels across rooftops and a solar car park which will boost the University's on-campus renewable energy generation to almost 20% of its total power usage, the University continued its work on a range of sustainability initiatives, including the publication of a *Sustainability Plan to 2025*.

The *Sustainability Plan to 2025* sets out the University's aspirations including achieving zero net emissions from electricity by 2021 and generating 30% of its energy needs from renewable sources.



# FINANCIALS



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To be read in consultation with the full financial statement.

# FINANCIAL PERFORMANCE STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2019

	CONSOLIDATED		UNIVERSITY	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>INCOME STATEMENT</b>				
Total income from continuing operations	530,781	515,125	527,561	506,456
Total expenses from continuing operations	505,448	495,956	502,481	485,385
Operating result	25,333	19,169	25,080	21,071
Operating margin	4.8%	3.7%	4.8%	4.2%
<b>BALANCE SHEET</b>				
Net assets	778,386	758,768	776,193	756,728
Current ratio	1.1	1.3	1.1	1.3

In 2019 Flinders University recorded a consolidated operating surplus of \$25.1m, compared to \$19.2m in 2018. The sound financial performance of the University in recent years can be attributed to the significant investment the University has made in delivering improved teaching and research outcomes, and in streamlining its operations. This has been achieved during a period of reform in Higher Education funding in Australia and an increasingly competitive sector both nationally and internationally.

Continued growth in teaching revenue and gains in equity investments ensured total revenue for the year was in line with expectations. Operating Expenditure remained focused on the efficient delivery of services across the University while still supporting key strategic operational and capital investments and was below budget.

The successful financial result for the year further strengthens the University's balance sheet with total Net Assets of \$778.4m (2018: \$758.8m).

Looking forward to the year ahead, the global COVID-19 pandemic is expected to have an impact on the financial performance of the University although it remains uncertain what this will be. The University is currently undertaking a broad range of measures to mitigate this financial risk.

The University's strong balance sheet positions it well to respond to this challenge and, if appropriate, continue to progress planned significant strategic investment projects.

# INCOME STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2019

	CONSOLIDATED		UNIVERSITY	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>INCOME FROM CONTINUING OPERATIONS</b>				
Australian Government financial assistance				
Australian Government grants	234,405	232,618	234,405	232,618
HELP – Australian Government payments	106,559	104,378	106,559	104,378
State and local government financial assistance	7,236	7,743	7,236	7,826
HECS-HELP - Student Payments	7,506	7,278	7,506	7,278
Fees and charges	126,239	120,725	126,149	120,583
Investment revenue	9,843	8,283	9,741	8,148
Royalties, trademarks and licences	809	645	776	644
Consultancy and contracts	12,333	15,628	12,324	14,020
Other revenue	15,901	16,381	13,407	10,733
Gains on disposal of assets	220	290	220	228
Share of profit or loss on investments accounted for using the equity method	483	1,156	-	-
Other investment gains	9,247	-	9,238	-
<b>Total income from continuing operations</b>	<b>530,781</b>	<b>515,125</b>	<b>527,561</b>	<b>506,456</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee related expenses	321,749	322,173	319,276	317,220
Depreciation and amortisation	42,260	38,124	42,120	37,940
Repairs and maintenance	17,234	12,947	17,168	12,837
Borrowing costs	300	69	300	69
Impairment of assets	9	4,227	(192)	398
Other investment losses	-	3,483	-	3,483
Other expenses	123,896	114,933	123,809	113,438
<b>Total expenses from continuing operations</b>	<b>505,448</b>	<b>495,956</b>	<b>502,481</b>	<b>485,385</b>
<b>Net result from continuing operations</b>	<b>25,333</b>	<b>19,169</b>	<b>25,080</b>	<b>21,071</b>
<b>Net result attributable to</b>				
University	25,233	19,532	25,080	21,072
Non-controlling interest	100	(363)	-	-
<b>Total</b>	<b>25,333</b>	<b>19,169</b>	<b>25,080</b>	<b>21,072</b>

# COMPREHENSIVE INCOME

## COMPREHENSIVE INCOME STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2019

	CONSOLIDATED		UNIVERSITY	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>Net result for the period</b>	<b>25,333</b>	19,169	<b>25,080</b>	21,071
<b>ITEMS THAT WILL BE RECLASSIFIED TO PROFIT OR LOSS:</b>				
Gain/(loss) on financial assets designated at fair value through other comprehensive income	16,757	8,621	16,757	9,983
<b>Total</b>	<b>16,757</b>	8,621	<b>16,757</b>	9,983
<b>ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS:</b>				
Gain / (loss) on revaluation of land, buildings, library and artworks	4,650	483	4,650	483
<b>Total</b>	<b>4,650</b>	483	<b>4,650</b>	483
<b>Total other comprehensive income</b>	<b>21,407</b>	9,104	<b>21,407</b>	10,466
<b>Total comprehensive income</b>	<b>46,740</b>	28,273	<b>46,487</b>	31,537
<b>Total comprehensive income attributable to:</b>				
University	46,640	28,636	46,487	31,537
Non-controlling interest	100	(363)	-	-
<b>Total</b>	<b>46,740</b>	28,273	<b>46,487</b>	31,537

Full audited financial statements are available online at [flinders.edu.au](http://flinders.edu.au)

# FINANCIAL POSITION

## FINANCIAL POSITION STATEMENT – AS AT 31 DECEMBER 2019

	CONSOLIDATED		UNIVERSITY	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>ASSETS</b>				
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	65,366	39,456	64,248	38,462
Receivables	21,412	17,253	19,713	14,925
Contract Assets	1,857	-	1,857	-
Inventories	177	196	175	194
Other financial assets	20,367	53,092	20,367	53,092
Other non-financial assets	9,957	5,786	9,876	5,719
<b>Total current assets</b>	<b>119,136</b>	115,783	<b>116,236</b>	112,392
<b>NON-CURRENT ASSETS</b>				
Receivables	50,136	46,778	50,136	46,778
Investments accounted for using the equity method	2,403	1,919	-	-
Other financial assets	132,123	105,337	133,816	106,905
Property, plant and equipment	627,701	607,224	626,240	605,720
Investment properties	8,404	8,404	8,404	8,404
Intangible assets	41,865	36,016	41,746	35,852
Other non-financial assets	2,716	3,164	2,716	3,164
<b>Total non-current assets</b>	<b>865,348</b>	808,842	<b>863,058</b>	806,823
<b>Total assets</b>	<b>984,484</b>	924,625	<b>979,294</b>	919,215
<b>Liabilities</b>				
<b>CURRENT LIABILITIES</b>				
Trade and other payables	41,884	52,035	38,979	48,777
Borrowings	2,280	1,239	2,280	1,239
Provisions	24,002	22,789	23,615	22,412
Other liabilities	538	245	895	572
Contract liabilities	44,028	13,769	43,966	13,707
<b>Total current liabilities</b>	<b>112,732</b>	90,077	<b>109,735</b>	86,707
<b>NON-CURRENT LIABILITIES</b>				
Trade and other payables	3,012	3,334	3,012	3,334
Borrowings	8,770	2,400	8,770	2,400
Provisions	74,068	70,046	74,068	70,046
Contract liabilities	7,516	-	7,516	-
<b>Total non-current liabilities</b>	<b>93,366</b>	75,780	<b>93,366</b>	75,780
<b>Total liabilities</b>	<b>206,098</b>	165,857	<b>203,101</b>	162,487
<b>Net assets</b>	<b>778,386</b>	758,768	<b>776,193</b>	756,728
<b>EQUITY</b>				
<b>University interest</b>				
Reserves	198,434	177,027	202,187	180,780
Retained earnings	579,578	581,267	574,006	575,948
<b>University interest</b>	<b>778,012</b>	758,294	<b>776,193</b>	756,728
Non-controlling interest	374	474	-	-
<b>Total equity</b>	<b>778,386</b>	758,768	<b>776,193</b>	756,728

# CHANGES IN EQUITY

## CHANGES IN EQUITY STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2019

	RESERVES \$'000	RETAINED EARNINGS \$'000	UNIVERSITY INTEREST \$'000	NON CONTROLLING INTEREST \$'000	TOTAL \$'000
<b>CONSOLIDATED</b>					
Balance as at 1 January 2018	167,923	561,957	729,880	615	730,495
Net result	-	19,532	19,532	(363)	19,169
Gain on revaluation of land, buildings, infrastructure, library and artwork	483	-	483	-	483
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	8,621	-	8,621	-	8,621
Prior period adjustment	-	(222)	(222)	-	(222)
<b>Total comprehensive income</b>	<b>9,104</b>	<b>19,310</b>	<b>28,414</b>	<b>(363)</b>	<b>28,051</b>
Recognition of non-controlling interest	-	-	-	222	222
Balance at 31 December 2018	177,027	581,267	758,294	474	758,768
Balance at 1 January 2019	177,027	581,267	758,294	474	758,768
Opening Adjustment Due to AASB15	-	(27,022)	(27,022)	-	(27,022)
<b>Adjusted balance at 1 January 2019</b>	<b>177,027</b>	<b>554,245</b>	<b>731,272</b>	<b>474</b>	<b>731,746</b>
Net Result	-	25,333	25,333	(100)	25,233
Gain on revaluation of land, buildings, infrastructure, library and artwork	4,650	-	4,650	-	4,650
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	16,757	-	16,757	-	16,757
<b>Total comprehensive income</b>	<b>21,407</b>	<b>25,333</b>	<b>46,740</b>	<b>(100)</b>	<b>46,640</b>
Balance at 31 December 2019	198,434	579,578	778,012	374	778,386
<b>UNIVERSITY</b>					
Balance as at 1 January 2018	170,313	554,877			725,190
Net result	-	21,071			21,071
Gain on revaluation of land, buildings, infrastructure, library and artwork	483	-			483
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	9,983	-			9,983
Prior period adjustment	-				
<b>Total comprehensive income</b>	<b>10,466</b>	<b>21,071</b>			<b>31,537</b>
Recognition of non-controlling interest					
Balance at 31 December 2018	180,779	575,948			756,727
Balance at 1 January 2019	180,780	575,948			756,728
Opening Adjustment Due to AASB15	-	(27,022)			(27,022)
<b>Adjusted balance at 1 January 2019</b>	<b>180,780</b>	<b>548,926</b>			<b>729,706</b>
Net Result	-	25,080			25,080
Gain on revaluation of land, buildings, infrastructure, library and artwork	4,650	-			4,650
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	16,757	-			16,757
<b>Total comprehensive income</b>	<b>21,407</b>	<b>25,080</b>			<b>46,487</b>
Balance at 31 December 2019	202,187	574,006			776,193

# CASH FLOWS

## CASH FLOWS STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2019

	CONSOLIDATED		UNIVERSITY	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Australian Government Grants	338,768	336,517	338,768	336,517
OS-HELP (net)	(228)	1,083	(228)	1,083
Superannuation Supplementation	3,463	4,061	3,463	4,061
State Government Grants	7,904	7,652	7,904	7,652
Local Government Grants received	175	173	175	173
HECS-HELP - Student payments	7,506	7,278	7,506	7,278
Receipts from student fees and other customers	164,387	149,540	161,129	143,286
Dividends received	4,310	2,069	4,310	2,069
Interest received	3,123	3,542	3,123	3,542
Other investment income	2,307	2,537	2,307	2,537
GST recovered/paid	9,848	8,691	9,848	8,691
Payments to suppliers and employees (inclusive of GST)	(489,098)	(461,673)	(486,016)	(455,508)
Interest and other costs of finance	(300)	(69)	(300)	(69)
<b>Net cash provided by/(used in) operating activities</b>	<b>52,165</b>	<b>61,401</b>	<b>51,989</b>	<b>61,312</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>				
Proceeds from sale of property, plant and equipment	235	493	135	493
Proceeds from sale of investment	34,301	4,370	34,301	4,370
Other investing outflows	98	(310)	98	(310)
Purchase of property, plant and equipment	(55,491)	(49,724)	(55,415)	(49,671)
Payments for financial assets	(2,706)	(17,922)	(2,631)	(17,922)
Loans to related parties	(750)	-	(750)	-
Repayments of loans by related parties	78	-	78	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(24,235)</b>	<b>(63,093)</b>	<b>(24,184)</b>	<b>(63,040)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>				
Repayment of lease liabilities	(2,020)	(1,850)	(2,020)	(1,850)
<b>Net cash provided by/(used in) financing activities</b>	<b>(2,020)</b>	<b>(1,850)</b>	<b>(2,020)</b>	<b>(1,850)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>25,910</b>	<b>(3,542)</b>	<b>25,785</b>	<b>(3,578)</b>
Cash and cash equivalents at beginning of year	39,456	42,998	38,463	42,040
<b>CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR</b>	<b>65,366</b>	<b>39,456</b>	<b>64,248</b>	<b>38,462</b>
Financing arrangements				
Non-cash financing and investing activities				

Full audited financial statements are available online at [flinders.edu.au](http://flinders.edu.au)

# CHANCELLOR'S LETTER OF TRANSMISSION



Hon John Gardner  
Minister for Education  
Level 9, 31 Flinders Street  
ADELAIDE SA 5000

Dear Minister

I have the honour to present to you the Annual Report and audited financial statements for the period 1 January 2019 to 31 December 2019 in compliance with the Flinders University Act 1966, Section 27, and in accordance with a resolution of the members of Council at its meeting on 21 May 2020.

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

Stephen Gerlach AM  
Chancellor



Students at Flinders' campus at Bedford

FUMA

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