

Annual Report

2021



Flinders
UNIVERSITY

FEARLESS

FEARLESS

Fearless captures the essence of Flinders University.

A catchcry for our time and a natural transition after 55 years of **Inspiring Achievement, Fearless** articulates the courage of our people, the enterprise of our education and the boldness of our research.

Launched nationally in July 2021, our new brand reinforces the ideology upon which Flinders University was established, that our quest and our challenge is to experiment, and experiment bravely; to be fearless in our pursuit of excellence.

Fearless recognises that Flinders' ambitions and achievements are shaped by the social, economic and scientific challenges of today, ensuring that our research connects with business, government and the community to deliver real-world outcomes that will be felt at home and across the globe for generations.

The Fearless campaign gathered momentum as our series of livestreamed Fearless Conversations during 2021 provided Flinders University with a powerful voice in the community. The 13-part series of panel discussions with experts from industry and academia demonstrated our thought leadership on the pertinent issues affecting our society, broadcasting the authority and knowledge of key Flinders people as they pointed to solutions for the most perplexing contemporary problems.

A bold statement of our determination to make a difference, Flinders is Fearless.



Contents

Chancellor's review	5
Vice-Chancellor's review	7
University council	8
Senior executive team	10
Key statistics	12
2021 highlights	14
Research advances	16
Research highlights	18
Building the future	20
Central corridor SA & NT	22
International engagement	23
Industry engagement	24
Teaching excellence	26
Our people	28
Community engagement	30
Philanthropy	32
Governance & risk	34
Financials	39



“Realising our vision and reaching for an even more successful future is central to the ambition of Flinders University”.

Chancellor's review

Our journey of growth and our strengthening contribution to economic and social prosperity is nothing short of remarkable, more so for the extraordinary times in which we find ourselves.

Our role as an educator of the next generation of thinkers and leaders, as a source of exceptional skills, and as a driver of research which is solving challenges and supporting society is increasingly valuable and impactful. Underpinning our efforts has been our prescient strategic plan *Making a Difference – The 2025 Agenda* which has secured the foundation for our success through a period of disruption and uncertainty.

Realising our vision and reaching for still greater success is central to the ambition of Flinders University.

Crucial to this aim is our determination to build capacity, and significant developments are paving our path to an even more productive future.

The commencement of our landmark Health and Medical Research Building at Bedford Park signals Flinders University's growth as an innovative leader in health and medicine, supporting the vital work of more than 380 world-class researchers to advance understanding in such pivotal fields as cancer, heart disease, neuroscience and digital health technologies.

This is a crucial and defining element of our evolving Flinders Village Development, an exciting research, education and lifestyle precinct which will come to include more student accommodation and a thriving community hub, enriching our expanding main campus.

Further, 2021 saw Flinders University reveal how it will elevate its presence in the heart of the city, with the decision to be the anchor tenant in Festival Tower, at the new Festival Plaza development adjacent to North Terrace. There, Flinders will offer new courses and new career pathways in a new city campus, strategically connecting to key technology, business and art precincts and delivering greater accessibility for students, industry and research.

This is fortified by the Flinders train line which in a mere 20 minutes links our key Adelaide sites – in the CBD, Tonsley and the Flinders Plaza station that provides access to the Bedford Park and Sturt campuses, along with Flinders Medical Centre – and our new Research building.

Individually and collectively, these facilities provide the crucial resources for our people to flourish.

But to truly flourish demands more than infrastructure; it requires a sense of purpose, a culture which enables collaboration and a passion for success. From promoting inclusiveness, recognition and respect of diverse gender and sexuality, to releasing a new university code of conduct, 2021 was a year in which we responded to the distancing tendency of COVID by redoubling our efforts to foster a more cohesive and inclusive environment that can be embraced by all. Notably, we made tangible progress on our Innovate Reconciliation Action Plan, from boosting the employment of Aboriginal and Torres Strait Islander staff, to unveiling the Yunggorendi Mande cultural gathering space, providing a versatile outdoor area to host intimate cultural ceremonies and gatherings, smoking ceremonies, and learning and teaching activities.

And we have not wavered in our efforts to provide assistance for those who need it most – with our Matthew Flinders Scholarships continuing into 2021 to help students facing financial hardship. I also acknowledge the incredible generosity of Drs Mary Calthorpe and George Wong to establish the \$1m Calthorpe Wong Indigenous Medical Scholarship to assist Aboriginal and Torres Strait Islander candidates to study medicine with us in South Australia or the Northern Territory.

Such support lays the foundation for our graduates to achieve great success, a fact underlined by the calibre of those outstanding people recognised with Flinders Alumni Awards. The Convocation Medal – the highest honour bestowed by Flinders University, for making incredible differences to improve the lives of many in our community – was awarded in 2021 to Dr Rosemary Brooks OAM. Alumni awards also acknowledged such dynamic leaders as Leanne Liddle, Director of the Aboriginal Justice Unit in the Northern Territory's Department of the Attorney General and Justice, and SA Health Chief Executive Dr Christopher McGowan.

The enduring strength of Flinders' values is also reflected in the vast number of community honours bestowed on Flinders people including Australia Day and Queen's Birthday honours.

Our drive and our sustained success is made possible through the continued hard work of our entire university community, inspired by the leadership of the University Council with Vice-Chancellor Professor Colin Stirling and his senior executive team. Bonded by a shared culture of fearless achievement the dedication and enthusiasm of our leadership and staff cements Flinders as a place of excellence that truly makes a difference.

Together, we recognise the connection between teaching and forever striving to learn more, to innovate and create for the benefit of all, to grow as people and understand our place and role within a robust, caring community. For this, I thank our entire community at Flinders University for their commitment to help realise our strategic goals, to enrich our students, and to make the world a better place.

Stephen Gerlach AM
Chancellor



“Our international ranking has continued to improve and our extraordinary growth in research activity has continued with yet another record year for research income”.

Vice-Chancellor's message

This was another year in which the University managed the many challenges presented by the ongoing pandemic, while continuing to build positive momentum as we surge ahead in both education and research.

Our international ranking has continued to improve and our extraordinary growth in research activity has continued with yet another record year for research income.

The impressive research growth during the past year highlights both increased performance by our dynamic researchers, and the quality of their engagement with government, industry, and the wider community. In fact, our research income has increased by more than 70% in the past four years, and we have set our sights on maintaining this trend into the future.

Two major research successes included the announcement in June of the \$270 million Marine Bioproducts Cooperative Research Centre – the first successful CRC bid led by Flinders University – that will transform Australia's emerging marine bioproducts sector into a sustainable, clean, and globally competitive industry.

This was followed by the announcement in December 2021 of federal support for the \$34 million Aged Care Centre for Growth and Translational Research facility underlining Flinders' leading role in the advance of aged care reform in Australia. The contribution of leading researchers from the Caring Futures Institute to inform the Royal Commission into Aged Care Quality and Safety will now be amplified through the new Centre – which in future will be known as ARIIA, or Aged care Research and Industry Innovation Australia – with a focus on the crucial mission of improving the lives of the older Australians.

All this has occurred while we continued to operate under the shadow of COVID-19 disruption. Flinders University's response to the pandemic has been exemplary on many fronts and is a testament to the commitment of our staff to our student-centred ethos.

Our students have told us, through the national Student Evaluation Survey, that we supported them through this difficult period and our agility in adopting new ways of teaching and embracing digital innovation has delivered the 'best of both worlds', where students have the flexibility of online content coupled with opportunities for immersion in rich on-campus activities. We credit this pragmatic and balanced approach for helping maintain strong student numbers and are especially delighted the lifting of restrictions at the end of the year enables us to welcome back our international students.

We've continued to excel, with the Good Universities Guide naming us South Australia's leading university for undergraduate learner engagement, student support and starting salary, and leading the nation in postgraduate full-time employment.

Our commitment to excellence is clearly evident in the Northern Territory, where Flinders celebrated 10 years of its Northern Territory Medical Program. This important milestone highlights the University's dedication to medical education in the NT, which had its seed in our rural clinical school in Darwin some 25 years ago. The current programme's strengths in preparing graduates to work in Indigenous and remote health is exemplified by the graduation of more than 130 students, which includes nine Indigenous doctors.

The effectiveness of Flinders' programmes underlines the excellence of our people, which is recognised through such awards as our trio of 2021 SA Young Tall Poppies of Science – neuroscience researcher Dr Yee Lian Chew, hydrogeologist Dr Eddie Banks and epidemiologist Dr Ash Hopkins, recognised for their eminence in science communication. The outstanding advances in Green Chemistry by Professor Justin Chalker won him Innovator of the Year at the South Australian Science Awards, while Professor Giselle Rampersad was named STEMM Educator of the Year. Meanwhile, Matthew Flinders Fellow and Professor in Cardiology in the College of Medicine and Public Health Professor Derek Chew was named the new Commissioner for Excellence and Innovation in Health for South Australia. This is but a glimpse of the incredible expertise of our people, and the difference they're making.

We can all reflect on an extraordinary year of great accomplishment, for which I would especially like to thank our staff for their commitment, fortitude, and hard work in staying focused on the needs of our students.

Professor Colin Stirling
President and Vice-Chancellor

University council

From left to right:

Brenda Wilson
Stephen Gerlach
Stephen Hains
Kathryn Gramp
Sean Henschke
Colin Stirling
Elizabeth Perry
Amanda Muller
Douglas Gautier
Emily Williams (from 2022)
John Hood
Christopher Kee

Absent:

George Freney
Natasha Kidd
Kate Walsh
Sharon Wilson



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, including his appointment as a Member of the Order of Australia in 2017.



Interim Deputy Vice-Chancellor (Students) Professor Deborah West

Professor Deborah West leads the Centre for Innovation in Learning and Teaching at Flinders University, and oversees the Student Transition Office, Student Learning Centre and Careers and Employability teams. Before joining Flinders in 2017, Professor West worked as head of discipline, head of school and Director of Learning and Teaching at several Australian universities. Her research work has focused on learning and teaching innovation and improvement, particularly the use of educational technology in higher education. Professor West assumed the interim role in June upon the departure of Professor Clare Pollock.



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 twenty 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.



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.



Executive Director, Office of Communication and Engagement Callista Thillou (until November 2021)

Callista Thillou has been responsible for 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.



General Counsel and University Secretary David Lim

A highly experienced General Counsel and Company Secretary, Mr Lim's experience spans ASX listed and public sector organisations and private legal practice. A Bachelor of Economics and Bachelor of Laws graduate from the University of Adelaide, his expertise and experience include acquisitions and divestments, infrastructure projects, capital markets and funding transactions, commercial property, corporate governance, Board and Board Committees, ASX requirements, executive contracts and remuneration, and risk management.



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

Professor Michael Gilding is an economic sociologist with an international reputation in networked innovation and family business governance. He has published extensively across a range of fields including management, entrepreneurship, sociology, politics, public administration, criminology, communications and history. He has worked at ANU, Monash and Swinburne University of Technology where he held a range of leadership roles over 15 years including 9 years as the head of the Faculty of Business and Law, overseeing substantial growth in educational and research performance. Professor Gilding joined Flinders in February upon the retirement of Professor Phyllis Tharenou.



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

Professor Alistair Rendell joined Flinders University in 2019 following a 23-year career with the Australian National University, including more than five years as Director of the Research School of Computer Science where he oversaw a near trebling of its size. He has significant experience in both academic leadership and high-performance computing research. With an undergraduate degree in chemistry and a PhD in theoretical chemistry he has made contributions to several widely used computational chemistry software packages and is part of a US-based team developing software for the world's leading fastest computer.



Vice-President and Executive Dean, College of Education, Psychology and Social Work Professor Mike Kyrios (until December 2021)

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 Behavioural 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.



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

Professor Peter Monteath has taught history extensively in Australia at The University of Queensland, Griffith University, Deakin University, The University of Western Australia and The University of Adelaide, before coming to Flinders University. He has also been Adjunct Professor at The University of St Louis Missouri in the US and the Technical University of Berlin, where he was an Alexander von Humboldt Fellow. Professor Monteath assumed the interim role in January upon the departure of Professor Vanessa Lemm.



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 Malmö University Sweden for her work on nursing quality and standards of care.

Key statistics

STUDENT AND STAFF NUMBERS – KEY FIVE YEAR FIGURES

	2017	2018	2019	2020	2021
Student Numbers					
Australian	20,734	20,663	20,529	21,032	21,132
International	4,788	5,401	5,225	5,087	4,560
Offshore	1,504	1,623	1,558	1,516	1,527
Onshore	3,284	3,778	3,667	3,571	3,033
Total	25,522	26,064	25,754	26,119	25,692
Gender					
Female Students	16,421	16,885	16,811	17,208	16,944
Male Students	9,093	9,166	8,927	8,889	8,715
Intersex/Unspecified	8	13	16	22	33
Total	25,522	26,064	25,754	26,119	25,692
Staff (FTE)					
Academic	828	879	831	868	886
Non-Academic	1,091	1,116	1,174	1,161	1,107
Total	1,920	1,995	2,005	2,029	1,993
Higher Degree Research Enrolments					
Masters Research	72	67	61	66	83
PhD	1,026	985	916	858	915
Total	1,098	1,052	977	924	998

Source: Planning and Analytical Services

Data sources:

Student data sourced from Student Management via PAS Student Study Model. Data as at 7/4/2022
 2019-2021 staff data sourced from Workday via PAS Workday Model. Data as at 7/4/2022
 2018 staff data sourced from Workday via PAS Workday Model. Data as at 24/6/2021
 2017 staff data sourced from Flinders Business Analytics. Data as at 4/5/2020

FINANCIAL – KEY FIVE YEAR FIGURES

	2017 \$'000	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
UNIVERSITY – CONSOLIDATED RESULTS					
Income					
Teaching	348,400	369,179	379,815	386,047	383,605
Research	77,077	79,890	80,327	84,725	101,017
Other Government (Non-Research)	25,869	27,838	29,047	27,839	23,740
Investment	10,755	9,439	19,053	13,230	19,885
Other	35,440	28,778	22,019	23,219	28,556
Total Income	497,540	515,125	530,261	535,060	556,802
Expenses					
Employee Related	309,958	322,173	321,749	324,300	327,295
Depreciation and Amortisation	35,244	38,124	42,260	41,703	44,708
Other	125,968	135,659	141,439	130,680	148,422
Total Expenses	471,170	495,956	505,448	496,683	520,425
Net Result	26,370	19,169	24,813	38,377	36,377
Operating Margin	5.3%	3.7%	4.7%	7.2%	6.5%
UNIVERSITY – CONSOLIDATED FINANCIAL POSITION					
Assets					
Cash and Term Deposits	97,894	92,548	85,733	124,913	179,556
Investments	93,606	113,741	140,527	148,336	173,312
Property, Plant and Equipment	599,963	607,224	627,701	648,592	662,555
Other Assets	97,196	111,112	128,677	125,026	131,428
Total Assets	888,659	924,625	982,638	1,046,867	1,146,851
Total Liabilities	158,163	165,857	206,098	224,887	251,329
Net Assets	730,496	758,768	776,540	821,980	895,522
Current Ratio (CA/CL)	1.4	1.3	1.1	1.3	1.7

2021 highlights

Flinders is Fearless

This powerful national marketing campaign is launched, declaring the University's brave endeavours as a research and teaching institution that courageously pursues excellence and innovation.

100% Renewable energy

Flinders University achieves net-zero emissions from electricity, powering its campuses and facilities with 100% renewable energy from campus-based solar arrays and a local windfarm, and introducing 13 EV charging stations on the Bedford Park campus.



Reconciliation Action Plan

Flinders University's Reconciliation Action Plan program celebrated its first anniversary with a three-day forum featuring workshops, cultural activities and presentations, and an Elders forum that saw Flinders' three Elders on Campus speak about leadership.

Poche SA+NT

Our Aboriginal led centre focused on improving health outcomes for Aboriginal and Torres Strait Islander people marked its 10th anniversary and Appointed Associate Professor Maree Meredith as Director.



Completion of Yunggorendi Inparrila

A smoking ceremony performed by senior Kurna man Uncle Mickey O'Brien marked the completion of Yunggorendi Inparrila (the Kurna term for meeting place,) a shared outdoor space that honours and acknowledges Country, cultural knowledge and learning.

New partnership Adelaide United A-League Women's team

A valuable new partnership between Adelaide United A-League Women's team and Flinders University is designed to foster increased female participation in traditionally male-dominated sport, and provide professional placements for Flinders students.

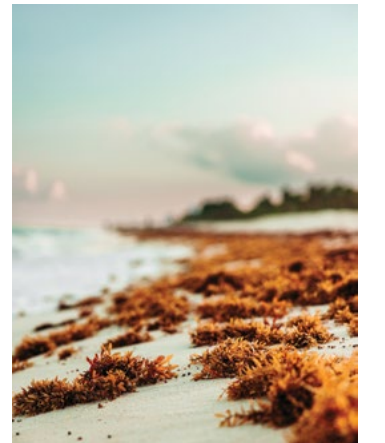
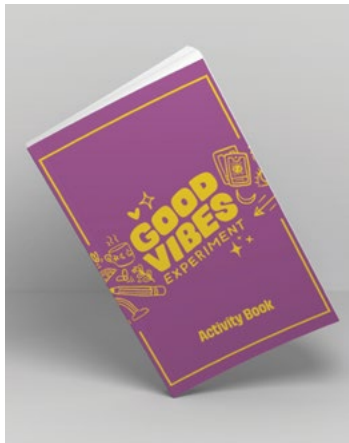


Marine Bioproducts Cooperative Research Centre

The \$270 million Marine Bioproducts Cooperative Research Centre marks the first successful CRC bid led by Flinders University, a decade-long research and development project involving 68 Australian and international research, industry and government partners.

Growth and Translational Research

The \$34 million Aged Care Centre for Growth and Translational Research will be co-developed by Flinders University and Wells Advisory to build the capability of Australia's aged care workforce and translate research and innovation into best practice.



Line Zero – Factory of the Future

Factory of the Future receives a \$5 million funding boost from the SA Government, enabling construction of a permanent facility at Flinders' Tonsley site that will bolster industry collaborations.



Northern Territory Medical Program

Flinders celebrates 10 years of its Northern Territory Medical Program, highlighting the University's strengths in preparing graduates to work in Indigenous and remote health.

Bachelor of Paramedic Science course

The Bachelor of Paramedic Science course is launched, representing a crucial boost for NT health services through providing student clinical placements with St John Ambulance NT.



Flinders University is ranked #1

In Australia for postgraduate employment, with 97% of Flinders postgraduates being in full-time work after completing their degree.

Rookie Awards

The world's largest contest for aspiring creatives in games, animation, visual effects and 3D visualisation – were won by three Flinders students, underlining the strength of the Bachelor of Arts in Visual Effects and Entertainment Design provided by Flinders University and CDW Studios.

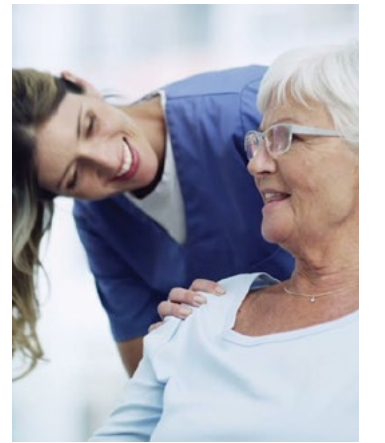


Festival Tower development

Flinders University will expand its Central Business District footprint as anchor tenant of the new Festival Tower development on North Terrace, Adelaide, due to open in 2024.

Health and Medical Research Building

Construction begins on the \$255 million Health and Medical Research Building at Bedford Park, marked by a ceremony planting bush medicine plants for an Indigenous garden that will provide a cultural focal point for the site.



Research advances

Flinders University's stature as a pivotal hub for research and innovative thinking of international significance has been amplified by achieving our strongest annual funding in the University's history. 2021 saw us win \$79.52 million in research grants – notably for national research programs in the marine and Aged Care spheres, and also for continuing vital COVID-19 research contributions.

Marine bioproduct opportunities

In July, the announcement of the \$270 million national Marine Bioproducts Cooperative Research Centre (MB-CRC) marked Flinders University's first successful lead role in a CRC bid, which will include a \$59 million injection of federal funding.

This exciting national initiative, collaboratively conceived and driven by Flinders University, includes 68 Australian and international research, industry and government partners working together to expand existing marine bioproducts enterprises and drive new, high-value products plus commercial technologies.

The MB-CRC's ambition is to examine new ways to feed a hungry planet, new medications to tackle diseases ranging from cancer to Parkinson's, bioplastics, cosmetics, and curbing climate-changing greenhouse gas emissions.

The wide-ranging, decade-long Research and Development program will transform Australia's emerging marine bioproducts sector into a sustainable, clean, and globally competitive industry, and will create employment opportunities around Australia, including in Indigenous and regional communities.

Backed by the Government of South Australia and the SA Research and Development Institute (SARDI), a division of Primary Industry and Regions SA (PIRSA), the new CRC will have its headquarters at Flinders University's facility at the Tonsley Innovation District.

Over the next 10 years, MB-CRC projects will attract more than \$270 million in value, including more than \$70 million in direct cash support from 49 participating industry partners, and further cash and in-kind support from 12 research entities, two State Government organisations and five third-party participants.

Aged care advances

Another major research funding landmark was announced in December, with Flinders University chosen to lead a \$34 million-dollar, three-year aged care national initiative that will bring together the aged care industry, older people and the nation's best and brightest experts to transform the way Australia supports its ageing society.



Flinders University and consultancy firm Wells Advisory will jointly establish the Aged Care Centre for Growth and Translational Research, to help develop the capability of Australia's aged care workforce and translate research and innovation into best practice. This will include developing innovative new products and services, supported by the Australian Government and bolstered by significant in-kind contributions from supporting partners.

Approximately \$20 million is for Flinders University to establish and operate the Centre to be known as ARIIA. \$14 million is available for national competitive research grants, for which Flinders researchers may also apply, increasing the direct benefits to Flinders.

Capitalising on Flinders University's strong national aged care sector partnerships and research strengths that have been well established through the Caring Futures Institute, ARIIA is being supported by 73 collaborative partners, including consumer advocacy and representative groups, aged care service providers, research organisations, translation and commercial partners, social enterprise organisations, peak bodies, workforce development organisations and the South Australian Government.

Dementia, restorative care and rehabilitation, mental wellbeing, and social isolation have all been identified as initial priority areas for the national Centre, led in its establishment phase by Carmela Sergi as interim CEO Professor Sue Gordon as Research Director, and supported by workstream Directors Professor Jen Tieman, Professor Gill Harvey and Professor Karen Reynolds.

Unlocking 'Long COVID'

Flinders University's powerful commitment to delivering world-class research includes continuing to explore the effects and treatment of COVID-19, to better understand both the virus and its long-term ramifications on both individuals and society as a whole.

A world-leading South Australian research collaboration delivered crucial insight into the lasting immune system dysregulation caused by COVID-19. The study, conducted by experts at SAHMRI, Flinders University, the University of Adelaide, the Women's and Children's Hospital and the Royal Adelaide Hospital, showed that people's immune systems were significantly altered six months after their COVID-19 infection, with the immune cells and gene expression

experienced during this post-infection period holding clues to the intriguing 'Long COVID' symptoms affecting some patients.

Professor David Lynn, Director of SAHMRI's Computational & Systems Biology Program and Professor of the College of Medicine and Public Health at Flinders University, says the study results indicate Long COVID could be linked to lower blood platelet count, with patients showing signs of thrombocytopenia (low platelet count) at six months post-infection compared to those who didn't suffer Long COVID symptoms.



Precision in surgery

Flinders' international reputation in orthopaedic biomechanics has seen it secure a new \$2.4 million project, underpinned by a \$1 million Australian Government AusIndustry Global Innovation Linkage Program grant.

Flinders University Medical Device Research Institute's Professors Mark Taylor, Karen Reynolds and John Costi are collaborating with a leading South Australian company Fusetec and DePuy Synthes, the orthopaedics company of Johnson & Johnson Medical, to develop surgical training models for improved knee, hip and spine surgeries.

World-leading 3D technology is being utilised to reproduce in exacting detail anatomical tissues, organs, joints and bone densities and enable precision surgery in an environment free from potentially harmful bacteria.

Research highlights

Significant growth in research income

Research income funding for Flinders University has been steadily rising in recent years, and 2021 took us to new heights. HERDC income for 2021 posted an impressive increase of a further 16.8% on the previous year, with our researchers winning grants totalling almost \$80m. Perhaps even more impressively, the past four years have seen Flinders lift its research income by 70%.

These outstanding results have been reinforced by the announcement of 10 successful 2021 National Health and Medical Research Council (NHMRC) Ideas Grants for Flinders researchers worth more than \$8 million. This success saw Flinders University ranked 12th nationally in total funding awarded, with our researchers' success rate in grants of 17.5% almost twice the national average, and significantly higher than other universities in South Australia.

The Ideas Grants include research to tackle heart conditions, cancer, mental health and vaccines, and involve esteemed Flinders staff including Associate Professor Anand Ganesan, Associate Professor Luke Grzeskowiak, Professor David Lynn, Associate Professor Erin Symonds, Professor Damien Keating, Dr Nicholas Eyre, Dr Dusan Matusica, Professor Briony Forbes, Professor Michael Sorich and Professor Janni Petersen.

More Flinders University research projects, ranging from investigations of chronic visceral pain, precision medicine for cancer, colorectal cancer prevention and nutritional epidemiology, will share about \$4 million for the 2021 NHMRC Investigator Grants. The project leaders include Professor Stuart Brierley, Dr Ashley Hopkins, Dr Molla Wassie and Dr Yohannes Adama Melaku.

In a sign that underlines the University's growing strength in research, five Flinders University academics have been named as new members of the Principal Committees of NHMRC for 2021–2024. Professor Jonathan Craig, Professor Raymond Chan, Dr Yee Lian Chew, Professor Steve Wesselingh and Professor Julian Grant will each join one of three NHMRC committees, designed to support and advise the government's peak health and medical statutory and funding body.

Broad success with ARC grants

Australian Research Council Discovery Projects for 2022 saw Flinders University applicants enjoy a success rate of 14.9%, with 10 approved projects receiving \$5.49 million in total funding. The successful applicants were Professor John Long, Professor Mats Andersson, Dr Rob Edwards, Professor Patrick Hesp, Dr Andrea Harrington, Professor Nick Spencer, Dr Arne Iltner, Dr Yee Lian Chew, Professor Janni Petersen and Dr Michael Smith.

The ARC Discovery Indigenous Scheme has provided \$468,000 for a project led by Flinders University researchers that aims to create a National Indigenous Creative Arts Framework, to transform humanities disciplines at Australian universities. Led by Dr Ali Gumillya Baker in the College of Humanities, Arts & Social Sciences, the three-year grant will bring together a dynamic team of Indigenous female investigators and creative art practitioners to examine the inter-generational impacts of colonial institutions on Indigenous culture in the first type research of this scale in Australia. This project will also incorporate a survey of current and emerging Indigenous literature, a series of creative workshops, annual symposiums at Australian universities, specialist publications in reputable journals and support for Indigenous PhD scholars.

Two Flinders University projects were successful in the ARC Future Fellowships grants scheme, with a four-year grant worth \$944,480 awarded to Professor Matthew Fitzpatrick in the College of Humanities, Arts & Social Sciences, who will examine the untold history of Anglo-German cooperation in the Asia-Pacific region; and \$722,820 to

Dr Darryl Jones, from the College of Science and Engineering, who will track changes of electron motion to better understand how they induce chemical changes, offering important insights into controlling chemical reactions. His insights will be used to improve processes involved in making technologies such as sensors and solar cells.

ARC Linkage Project grants worth more than \$1.6 million will be shared by two Flinders University projects. "Sustaining intensive agriculture through droughts and floods", led by Professor Adrian Werner and Dr Eddie Banks from the College of Science and Engineering, working with industry partner Lower Burdekin Water, received a grant of – \$897,000, while a project led by Professor Corey Bradshaw, Professor Luciano Beheregaray, Dr Frédéric Saltré and Professor Karen Burke da Silva (all from the College of Science and Engineering), working with partners Department for Environment and Water, Kangaroo Island Wildlife Park, Koala Life and World Wide Fund for Nature Australia, received a \$770,000 grant to design successful genetic-rescue approaches for threatened species.

As part of the ARC Linkage Infrastructure, Equipment and Facilities scheme, a \$405,000 grant was awarded to a team from the College of Science and Engineering – led by Professor Sarah Harmer, with Professor Gunther Andersson, Professor Colin Raston, Professor Mats Andersson and Professor Jamie Quinton – to investigate the creation of an "SA Spectromicroscopy Facility, From Band Mapping to Atomic Scale Imaging".



Flinders invests in the future with Seed Grants

Flinders University Impact Seed Grants - which have been designed by the University to help Early Career Researchers facilitate their own research - were provided to Dr Hailay Gesesew, to create a pilot survey into HIV Peer Educators and The UNAIDS 90-90-90 Treatment Targets in Ethiopia; Dr Yee Lian Chew, to investigate how the neurochemical dopamine drive memory forms; and Dr Brooke Spaeth, to enhance point-of-care testing and local workforce capacity in Aboriginal communities through a continuous quality improvement approach.

This was further supported by 31 new research projects sharing a total of \$750,000 in Flinders Foundation Health Seed Grants during 2021. The annual round of grants, funded by donations from generous individuals and funds raised by supporters and organisations, provides resources for researchers to prove their concepts and generate data, as a crucial first step towards possibly attracting larger sums from national and international funding bodies.

Maintaining a high media profile

Important research that was published during 2021 and received widespread media attention included Professor Corey Bradshaw's analysis of deliberately or accidentally introduced invasive species that have cost the Australian economy more than \$389 billion in the past 60 years; space archaeologist Associate Professor Alice Gorman's work to reconstruct the lives of astronauts on the International Space Station over the past two decades; and Dr Lauren Meyer's detailed shark diet investigations providing insight about the great risk that microplastics pose to marine life.

Professor Jamie Craig - a consultant ophthalmologist who also leads a world-renowned glaucoma research program at Flinders University, funded by Australia's NHMRC - continued investigating a promising new genetic test for glaucoma, which is the leading cause of blindness. The research has found the new test can identify 15 times more people at high risk of glaucoma than an existing genetic test.

Flinders University law expert Associate Professor Marinella Marmo's research into all forms of modern slavery, including incidents of forced marriage and forced labour, has led her to become a powerful advocate for tougher legislation in South Australia to arrest wage theft. Her key recommendations in the Final Report of the Select Committee on Wage Theft in South Australia were tabled in the Legislative Council.

The media spotlight also fell on the Flinders University Palaeontology department's work with international teams to make extraordinary discoveries – through examining fossils of megafauna including Diprotodon, Short-Faced Kangaroo and *Genyornis newtoni*, the last of Australia's famous giant birds, to reveal why they became extinct; and using sophisticated CT scanning of the cranium of a Queensland fish fossil helping to explain how fish first left the water to invade land about 370 million years



Building the future

New buildings, new plans and new inclusive programs ensure that Flinders University is building for a bigger and better future.

It begins with striking changes to the physical landscape of Flinders campuses, with the commencement of land preparation for construction of the \$255 million **Health and Medical Research Building**. Working with a consortium of finance partners led by Tetris Capital, and construction partner Hansen Yuncken, this iconic research building is located adjacent to the Flinders railway station at Bedford Park, near both the Flinders Private Hospital and Flinders Medical Centre.

The 10-storey, 22,000 sqm Health and Medical Research Building will enhance and expand Flinders University's research capacity as the centrepiece of the neighbouring health, teaching and research networks, comprising SA's largest integrated health and education precinct.

This new facility will become a focus for translation of research into clinical outcomes, along with Indigenous, rural and remote health, and healthy communities.

It marks the first development at the heart of what will become **Flinders Village** – a vibrant health, medical research, education and lifestyle precinct built around the rail station.

To mark the commencement of building works, an official party comprising Chancellor Stephen Gerlach, Kurna Senior Elder-in-Residence Uncle Lewis Yerloburka O'Brien, Flinders Council member Sharon Wilson, Premier Steven Marshall and Vice-Chancellor Professor Colin Stirling helped sow the seeds of future success in the form of bush medicine plants, which will be nurtured from seedlings, and then planted to create an Indigenous garden as a cultural focal point of the final development.

Further reinforcing the University's important relationship with the Kurna community, the Health and Medical Research Building's design elements respect and celebrate Rainbow Country, including a colour palette evocative of the vibrant sands of Kurna Yarta, developed in consultation with Uncle Lewis.

To enhance an upwards trajectory in learning and research, Flinders University will also be expanding its Central Business District footprint as anchor tenant of the new **Festival Tower** development on North Terrace, Adelaide – due to open in 2024.

Flinders will occupy eight floors, comprising three podium levels and five other levels, covering more than 11,000 m² of space in the 29-level tower. The fit out will feature a bespoke entry and common area, and include teaching and learning spaces for students, meeting rooms and staff offices, in a building which incorporates leading-edge sustainability practices.

Strategically positioned in the heart of the city's Riverbank precinct, Festival Tower will connect Flinders University to key technology, business, government, law and arts precincts, helping to strengthen research linkages and be a valuable launchpad for students to engage with health professionals, accountants, lawyers, barristers, criminologists and government policy makers.

Festival Tower's location, adjacent to the Adelaide Railway Station, is conveniently linked to all of Flinders University's metropolitan campuses – via a 19-minute rail journey to Tonsley and 22 minutes to Bedford Park – and together, these facilities will create the largest integrated health and education network in South Australia.

Beyond taking bold steps to improve and expand the University's built environment, great strides are also being taken to build a stronger community at Flinders, especially through increased measures that bolster inclusive culture.

Flinders University celebrated the first anniversary of our RAP (Reconciliation Action Plan), which builds on the University's longstanding respect for Aboriginal and Torres Strait Islander culture with renewed efforts to advance Indigenous outcomes in higher education and beyond.

Coinciding with National Reconciliation Week, between 27 May and 3 June, the RAP anniversary was marked by student celebrations in the Hub, a morning tea at the FUMA Gallery that featured Flinders' first Indigenous graduate John Moriarty AM with his wife Ros as special guests, and a Brave lecture on Aboriginal nutrition presented by Annabelle Wilson.

Reconciliation action continued through the year with the annual three-day RAP Forum in September featuring workshops, cultural activities and presentations, followed by

an Elders forum in October that spoke of leadership from Flinders University's three Elders on Campus - Uncle Lewis Yerloburka O'Brien (Kurna, Adelaide), Aunty Pat Miller (Arrernte, Alice Springs) and Uncle Richard Fejo (Larrakia, Darwin).

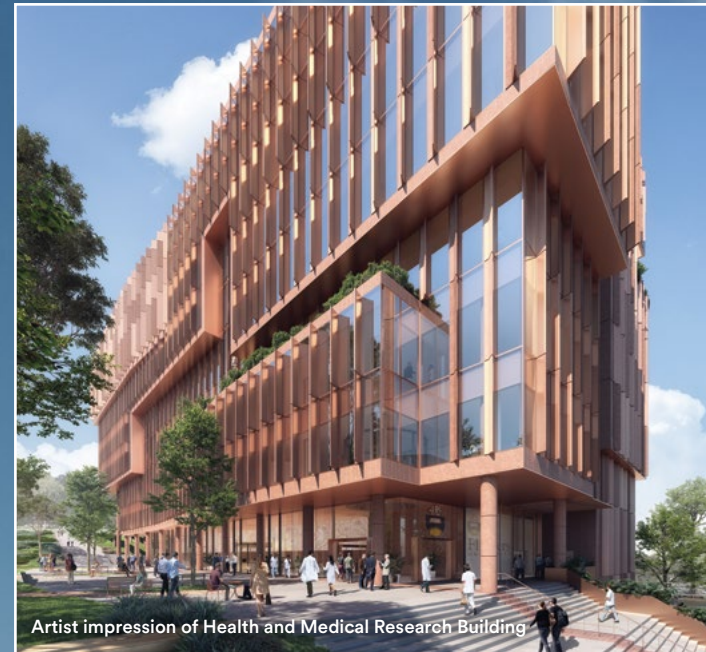
The development of **Yunggorendi Inparrila**, which means 'meeting place' in Kurna language, is another significant example of Flinders University's commitment to Reconciliation. This outdoor site, situated next to the Yunggorendi Mande (Building) at the Bedford Park campus, is a designated shared space that honours and acknowledges Country, cultural knowledge and learning.

Completion of the site in November marked the end of a two-year project – and the realisation of a cultural meeting place that was first discussed at the University 20 years ago.

It was brought to fruition by WAX Design and Sarah Constructions after conducting extensive engagement with staff, students, and Uncle Lewis O'Brien, to ensure that Yunggorendi Inparrila met all the cultural, design and logistic requirements of this unique project – which includes 50 bush tucker plants planted throughout the space.

An official smoking ceremony to open the meeting place, performed by Senior Kurna man Uncle Mickey O'Brien, spoke of the importance of the site's connection to Country, the landscape and the special Kurna stories of Nganu and Tjilbruke that tell the story of the surrounding land, sea and sky.

It reinforces that Flinders University continues to grow as both a learning institution of international renown, and also as an inclusive community that sets a powerful example and is intent on making a positive difference.



Artist impression of Health and Medical Research Building

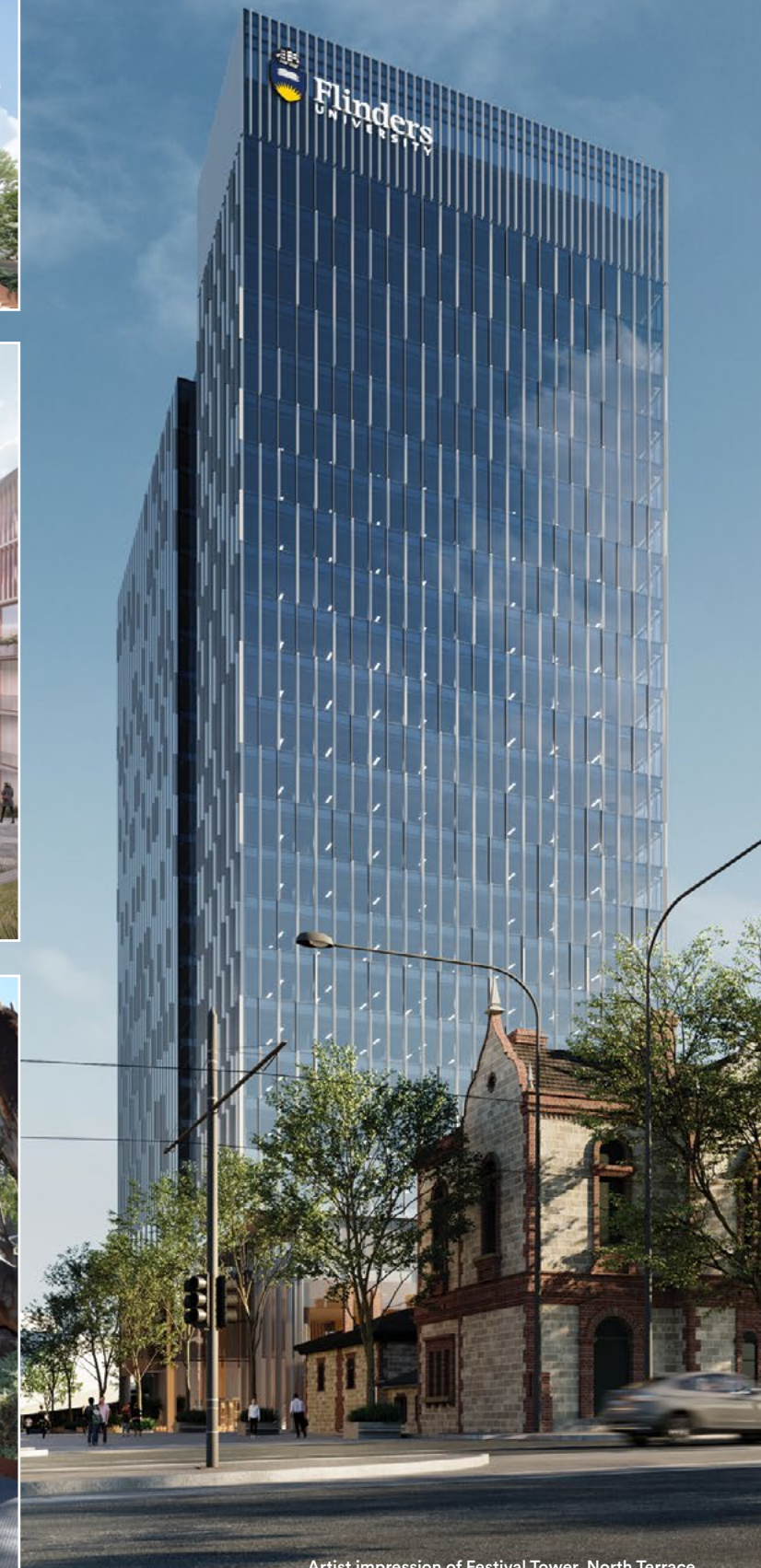


Artist impression of Flinders Village



Yunggorendi Inparrila

Flinders University is building for a bigger and better future.



Artist impression of Festival Tower, North Terrace

Central corridor SA & NT

Flinders University celebrated the 10th anniversary of its Northern Territory Medical Program in October 2021, highlighting the University's commitment to medical education in the NT, with particular strengths in preparing graduates to work in Indigenous and remote health.

Flinders University has maintained continual presence in the Northern Territory for more than 20 years – initially as a rural clinical school in Darwin and, since 2011, also delivering the full graduate entry Doctor of Medicine, with an undergraduate pathway in partnership with Charles Darwin University.

The program, which is taught from campuses across Larrakia land (Darwin); Yolngu land (Nhulunbuy); Jawoyn, Wardaman and Dagoman land (Katherine); Warumungu land (Tennant Creek) and Arrernte land (Alice Springs), offers an internationally recognised qualification, with priority places for Northern Territory residents and Aboriginal and Torres Strait Islander people. Pleasingly some 92 per cent of participants are Territory locals, with the balance being Aboriginal and Torres Strait Islander students from around Australia.

Flinders' activities in the Northern Territory also include the Poche Centre for Indigenous Health (Poche SA+NT), postgraduate remote area health professional education, and delivery of the Commonwealth-funded Rural Health Multidisciplinary Training Program, including Remote and Rural Interprofessional Placement Learning NT (RIPPL NT) and the Flinders NT Regional Training Hub.

Celebrations to mark the NT Program's 10th anniversary were held in Darwin and online, starting with a day-long symposium and the NT Supervisor Awards, before culminating in a gala dinner attended by Flinders staff, alumni and members of the local community.

The program's transformative work and authentic engagement with rural and remote communities in the Northern Territory and beyond have resulted in meaningful progress – best illustrated by more than 150 graduates including 15 Indigenous doctors emerging from the program, with most remaining in the NT to improve the health of all Northern Territorians.

Paramedic course boosts NT emergency response

An exciting new development in Flinders University's NT offerings is the addition of a Bachelor of Paramedic Science Course, led by Dr Tim Rayner. The course, which had its first student intake in March 2021 preferencing Northern Territory and Aboriginal and Torres Strait Islander students, is accessible online with face-to-face workshops in Darwin and student support available at each of the Flinders University sites in the NT, at Darwin, Alice Springs, Nhulunbuy, Katherine and Tennant Creek. Students perform their clinical placements with St John Ambulance (NT), which makes this degree a truly "Territory-specific" experience.

An important option being offered for Bachelor of Paramedic Science (NT) graduates is for them to continue their education and apply for the Flinders NT medical program under the Postgraduate entry pathway into the Doctor of Medicine degree.

Fresh leadership for Poche SA+NT

Poche SA+NT – an Aboriginal-led centre focused on improving health outcomes for Aboriginal and Torres Strait Islander people through collaborative, holistic and community-driven approaches - marked its 10th Anniversary by appointing Associate Professor Maree Meredith as Poche SA+NT director in September, after she had acted in this role for the previous year.

Associate Professor Meredith is also part of a new advisory board that will provide fresh strategic direction for Poche SA+NT, with board co-chairs Dr Leisa McCarthy and Professor Jonathan Craig joined by Professor Tom Calma AO, John Rawnsley, Erin Lew Fatt, Britt Walker, Shona Reid, Dr Ram Vemuri and John Reid.

Funded through the generosity of philanthropists Greg Poche AO and Kay Van Norton Poche AO, Poche SA+NT now has nodes in Darwin, Alice Springs and Adelaide, and is building new networks of knowledge and collaboration between the research sector, communities and health practitioners that can have significant impact.

Associate Professor Meredith, a Bidjara woman, says that under her leadership, Poche SA+NT will aim for the ambitious target of developing 500 health leaders by 2025.

2021 was a year of celebration, expansion and awards for our Northern Territory activities.

Award for benchmark Point-of-Care Testing

The effectiveness of Flinders' medical work being performed in the Northern Territory was highlighted by the Northern Territory Point-of-Care Testing (POCT) program named a winner of the Outstanding Engagement for Research Impact Category in Engagement Australia's 2021 Excellence Awards.

Established in 2008 with the NT Department of Health and delivered in collaboration with the Aboriginal Medical Services Alliance Northern Territory, with funding from NT Health, the POCT program delivers rapid on-site pathology testing in 80 remote communities across the Northern Territory. With more than 3,000 tests performed each month across the remote network, the Point-of-Care devices deliver results within 2-to-10 minutes that can guide patient triage, clinical management and diagnose a variety of illnesses, including sepsis and heart attack.

Without this service, remote patients would face waiting times of many days or weeks, or possible removal from their community to access safe management, which could result in possible loss of life or expensive unnecessary air retrievals.

The POCT Program – which is underpinned by translational and implementation research undertaken at Flinders University's International Centre for Point-of-Care Testing, led by Co-Directors Professor Mark Shephard and Dr Susan Matthews - also pivoted to assist with pandemic management, with many device operators trained to conduct PCR testing for COVID-19, resulting in a test turnaround time of only 45 minutes.



International engagement

Flinders International made solid progress during another year of significant ongoing global disruption, moving beyond the reactive COVID-19 response of 2020 to a more proactive COVID-normal operation and investing in initiatives to assist recovery.

The International Portfolio achieved its adjusted recruitment targets for 2021. This represented an easing in commencing enrolments, due to offshore students enrolling online for fewer than anticipated numbers of topics, either due to availability or choice.

The full implementation of StudyLink technology improved transparency in international admissions processing and decision-making. This program's increased visibility and capability for college staff to quickly review and assess coursework applications has greatly improved admissions efficiency and helped reduce the median turnaround time from 13 days in December 2020 to same-day turnarounds in August 2021, based on comparable application volumes.

The Go Beyond Scholarship scheme was successfully embedded in 2021, which included awarding the inaugural 10 VC scholarship recipients, who proved to be outstanding students and great ambassadors for the University.

Continuing previous successes, Flinders University students won seven of the eight higher education categories at the 2021 StudyAdelaide International Student awards.

International Student Support

The delivery of international student services increased in complexity with the growth in offshore online enrolments and the many challenges facing international students caused by the pandemic. To ensure a positive student experience, Flinders International embraced innovation, creativity, collaboration and student cooperation to achieve successful outcomes.

The Summer Break Program delivered 89 activities to students over the 2020-21 summer period, culminating with a Lunar New Year Event held at The Plaza in February 2021, bringing together entertainment, connection and celebration within the University community. The program's success stemmed from the collaboration of eight international student clubs, nine University support service teams, six external providers and the participation of many international students.

An E-Mentor program was established to support commencing offshore international students, which involved assigning them a senior student mentor studying onshore. This program was delivered over two semesters, with 77 mentees and 58 mentors successfully completed the program. Mentees and mentors said the E-Mentor program enhanced the study experience while adding value to the student's personal and professional goals.

Global Connect was created to reduce isolation and improve connectedness with the University, connecting 95 offshore students. Jabber Guest and ISS FLO Chatroom via Collaborate were also launched in 2021, providing international offshore students with improved connectivity to the University.

Work is ongoing to advise and assist international students whose study plans and study experiences have been disrupted by the pandemic, to ensure they progress through their courses and meet the conditions of their student visas. Unprecedented degrees of flexibility and pragmatism are required to source solutions for students in complex situations, and still meet the University's legislative obligations.

The Department of Home Affairs introduced travel exemption guidelines in late-2020 that allowed international students, from select fields of study, to apply for an exemption with support from their education institution. Flinders International, in collaboration with the Colleges and Office of Graduate Research, were successful in supporting 41 International students to secure a travel exemption, and these students successfully completed Medi-hotel quarantine before they transitioned to on-campus learning.

Work was done to mitigate international student financial hardship, through collaboration with Student Finance, FUSA, external community groups and Study Adelaide. Flinders International, on behalf of the three South Australian Universities, successfully negotiated and secured an extension and changed conditions of the South Australian Government's International Student Support Package (ISSP) to December 2021, and Flinders' \$3 million share of the SA



Government's \$13.8 million total funding for this package has been fully allocated.

The Learn Without Borders team worked with DFAT to transition existing funded programs to virtual delivery, providing virtual internship opportunities for 121 students.

Internationally Engaged

Flinders International works with staff across the University to drive engagement with international partners in education and research, and to improve the quality and number of partner agreements that will ensure a return on investment for the University. Flinders International and College staff maintain strong relationships with the University's offshore Trans National Education partners, notably Nankai University in Tianjin, which successfully continues to help Flinders University deliver our three postgraduate courses online.

Flinders International negotiated an early termination of the licence agreement with Study Group Australia to operate Flinders International Study Centre in 2021. Interim pathway arrangements were put in place to support the University, while a large project is planned to deliver pathways in 2023, with full approval for this plan announced in late 2021.

Flinders University was again the highest performing Australian university in the Nicolas Baudin Program for 2021 (despite a reduction in the program's size), with three approved projects – two Flinders students undertaking virtual industry internships in France, and one French student participating virtually for an internship in Australia.

The Indian Partner Strategy is progressing, with Flinders staff in India driving partner identification for articulation and TNE purposes.

With guidance from Governance, Legal & Risk, the International Engagement team reviewed and reported almost 200 international agreements under the government's new Foreign Arrangement Scheme. Procedures are now in place that will ensure ongoing compliance and reporting.

Industry engagement

The ties between Flinders University and industry became stronger through 2021, with a diverse range of joint-projects and collaborations highlighting Flinders' research and teaching capabilities that provide ideal solutions for many industry partners.



Unveiling the future of manufacturing

The Australian Industrial Transformation Institute's Factory of the Future is emerging as a world class manufacturing accelerator at the Tonsley Innovation District. Driven by Flinders University, the project's first phase began with a pilot 'pop up' factory developed in collaboration with BAE Systems Australia, to trial potential applications of advanced manufacturing technologies in shipbuilding. Uniquely, the pilot focused on human factors affecting the uptake and diffusion of technology.

The announcement in January 2021 of \$5 million co-funding from the State Government of South Australia is enabling the construction of a permanent Factory of the Future at the Tonsley site, beginning late in 2022. This development will allow for collaborations with innovative SA companies including 3D-printing experts AML3D, Cohda Wireless and CISCO and K-Tig. A recent commitment of \$4 million by the incoming State Government is enabling the establishment of a new Manufacturing Growth Accelerator in the facility, engaging companies in a range of advanced manufacturing research and development projects.

Working with Siemens to explore Industry 4.0

Siemens and Flinders University signed a memorandum of understanding in December 2021 to collaborate in the areas of defence, energy efficiency and food and beverage – tied to key industries that are critical to South Australia. The broad scope of this Technology-Education Partnership supports the many technologically enabled transitions and ambitions such as net zero targets, the transition to the fourth industrial revolution (a German-born concept known as Industry 4.0), more intelligent cities and infrastructure and even supporting the nation's sovereign defence capability.

Digital twins provide shock developments

Experts at Flinders University's College of Science and Engineering have teamed with South Australian-based automotive and defence supplier Supashock and the Department of Defence's Defence Science and Technology Group to explore advanced methods of testing the working condition of a vehicle, for more effective and efficient preventative maintenance and monitoring. Through the development of 'digital twins'

– a virtual representation that serves as the real-time digital counterpart of a physical object or process – this team aims to design an advanced shock absorber for military use, which Supashock then hopes to apply more widely to commercial vehicles. Work being undertaken at facilities within the Tonsley Innovation District highlight an outstanding collaboration between local industry, government and the tertiary sector.

Vegetable promotion a key to children's health

Drawing valuable attention to the FAO/ United Nations International Year of Fruits and Vegetables during 2021, Professor Rebecca Golley (Deputy Director of the Caring Futures Institute) continued to drive research within the Hort Innovation-funded VegKIT project, which is developing and implementing new ways to ensure children get a healthy start to life by developing a love of eating vegetables. This \$4 million, five-year national project brings together science and industry, with CSIRO, Flinders University and Nutrition Australia delivering an integrated approach to help improve children's vegetable intake through engaging with government, industry and the places where children learn and eat their meals.



Futuristic film facility is in motion

Flinders University's virtual reality and motion capture lab The Void, which is the largest facility of its kind in SA, is a pivotal facility within the Assemblage Centre for Creative Arts at Flinders, and is of significant importance to the SA film industry as both a production and training facility. This hi-tech studio environment allows for exploration of moving images and distortion within virtual reality settings, through human interaction with digital fame engines, interactive sensors and hardware. This was highlighted by South Australian cinematographer and video artist Liam Somerville being Flinders University's 2021 Digital Artist in Residence, with The Void providing the perfect environment for him to create a unique VR experience he calls Anthropocene - a simulation of the final 100 seconds of humanity on planet earth, with the VR player being free to explore the landscape before their time runs out.

Confirmed as a world leader in digital graphics

Enduring success continues for the esteemed Bachelor of Arts in Visual Effects and Entertainment Design degree provided by Flinders University and CDW Studios, with further global recognition coming in the annual Rookie Awards. As the world's largest contest for aspiring creatives in games, animation, visual effects, immersive media, motion graphics and 3D visualisation, the 2021 Rookies attracted more than 4,100 entries from 568 schools in 98 countries, and Flinders students Jordan Soar, Nate Thorman and Tai Bennett were judged winners in specialist 2021 Rookie Award categories.

Harvesting new links with the wine industry

Fresh ties with the Australian Wine Industry have been established through the creation of the Bachelor of International Business (Wine, Spirits and Tourism) course and the creation of a Wine Sensory Room within the Law and Commerce building at Bedford Park campus, to enable tutored wine tasting instruction for the course's first intake of students in 2021. Another productive collaboration with the wine industry is FOMENT, a four-week wine and tourism tech accelerator event held in Adelaide during October, which presents an array of innovative business ideas that have the potential to shape the future of the wine and tourism industries. This innovative virtual and in-person event, created through a South Australian-based partnership between Wine Industry Suppliers Australia, Hydra Consulting and Flinders University's New Venture Institute, presents new technology solutions ranging from customer engagement, AI and crop health to e-commerce solutions.



Mentors connect with Arts students

The Student-Alumni Mentoring Program for Creative Arts (StAMP) launched by Flinders University's College of Humanities, Arts and Social Science in 2020 continues to grow in size and purpose. StAMP connects final year arts students with Flinders alumni who share their advice, knowledge and experience, to help prepare students for their chosen career. The program blossomed during 2021 with 37 StAMP relationships – an increase of 60% on 2020 figures – that represents mentors across a broad sweep of Arts industries, from acclaimed authors Alan Tucker and Emma Maguire, to film editor Veronica Buhagiar.

Combined support for mental health research

The College of Education, Psychology and Social Work forged a valuable partnership with Flourish Australia to provide collaborative mental health research on how South Australians with a lived experience can improve the design and delivery of support services. A Memorandum of Understanding signed by both parties in February 2021 reflects their shared commitment to involving people with lived experience in any research, service development, innovation or mental health policy reform activities.

Teaching excellence

Teaching excellence 2021

The exemplary quality of teaching standards was reflected in Flinders University being ranked #1 in Australia for postgraduate employment, which translates to 97% of Flinders postgraduates in full-time work after completing their degree.

The federal government's "Quality Indicators for Learning and Teaching: 2021 Graduate Outcomes Survey – Longitudinal", which is completed by graduates of all Australian universities approximately three years after completion of their studies, showed that Flinders has particular success in producing industry-ready graduates. These impressive results demonstrate that a Flinders degree provides graduates with skills relevant to the modern workplace in areas directly aligned to workforce needs.

Expansion of Digital Technologies Diploma

Flinders University's Diploma of Digital Technologies continued to thrive during 2021. The Diploma, launched in 2020 to upskill shipbuilders from ASC Shipbuilding and BAE Systems Australia, won the Industry Collaboration award at the 2021 South Australian Training Awards by the SA Skills Commission.

During 2021, the College of Science and Engineering secured funding from Skilling Australia's Defence Industry, working in collaboration with the Defence Teaming Centre, to allow training of staff from 12 SMEs undertaking the Graduate Diploma of Engineering Management or Diploma of Digital Technologies. Further funding was secured from the federal Department of Education, Skills and Employment under the Women in STEM Cadetship and Advanced Apprenticeships Program, allowing up to 120 students to undertake the Diploma of Digital Technologies part-time over two years.

Innovative new MBA offerings

Revitalisation of Flinders University's MBA program saw the preparation of new Master of Business Administration (MBA) subjects to be offered from 2022, providing a fresh direction for students to explore innovative means of tackling national security challenges. The creation of a 12-month MBA Future Business course features 12 comprehensive core business management subjects, with up to 26 weeks of industry engagement and work-integrated learning that will provide students with insights into the advanced tools and techniques needed by tech start-ups and other businesses that can support national security and other critical challenges including natural disasters and environmental issues.

In a first for South Australia, Flinders University is tapping into a leading Department of Defence program to build innovative technological and entrepreneurial skills within the new-look MBA. This includes the Hacking for National Security (H4NS) course - supported by Defence's D.Start Catalyst program and delivered in partnership with Australian non-profit Common Mission Project Limited - which aims to widen understanding of the defence and national security risks facing Australia. It will see Flinders join leading universities from the US and UK which are using advanced techniques to make the world a safer place.

Kudos for program supporting military personnel

The Flinders Military Pathways Program, which is a fast-tracked university entry program available exclusively to military personnel, was acknowledged as a finalist in the 2021 Australian Defence Industry Awards for the Veteran Support Program of The Year category. This program was initially developed within the College of Education, Psychology and Social Work at Flinders but is now run by the Student Learning Support Service, and continues to be informed by research in the College. It represents a strong example of cross-college/portfolio partnerships at Flinders that are forging stronger links between research and teaching.

Inspiring the next generation of female scientists

More than 90% of female participants in Flinders University's Science, Technology, Engineering and Maths (STEM) Enrichment Academy have gone on to study these subjects in their senior year of high school, and this success saw the program recognised as a finalist in the STEM inclusion category of the 2021 Australian Museum Eureka Prizes, the country's most comprehensive national science awards that honours excellence across the areas of research and innovation, leadership, science engagement and school science.

The STEM Enrichment program, established in October 2018, has reached more than 220 students attending conferences between 2019 and 2021, along with 11 Professional Development sessions offered to 85 teachers that were focused primarily on physics and engineering.

New vessel aids aquatic exploration

Maritime Archaeology at Flinders University received a major boost with the purchase of a new research vessel, collected from Queensland after bespoke fit-out was completed in early 2021. The boat is named in honour of the Gadigal Aboriginal leader Bungaree, a key Indigenous partner and mediator in exploration during Matthew Flinders' circumnavigation of Australia. This vessel provides an important means of enhancing research and grant leverage, and garnered media attention from its first field trips in South Australian waters that showcased the work of staff and students.

This new asset supports outstanding work being done within the Maritime Archaeology department, which includes Associate Professor Wendy Van Duivenvoorde winning the 2021 Vice-Chancellor's Award for Excellence in HDR Supervision.

Outstanding teaching contributions

Recognising and rewarding outstanding contributions by Flinders staff, the 2021 Vice-Chancellor's Awards for Excellence in Teaching were presented to Dr Sandra Mortimer and Mrs Ellice Willcourt - who are both lecturers in Occupational Therapy from the College of Nursing and Health Sciences, and Dr Eric Parisot, an English Literature lecturer with the College of Humanities, Arts and Social Sciences.

The Vice-Chancellor's Awards for Innovation in Teaching recognise the agile, responsive and enterprising teaching practices that see our teaching staff committed to excellence. The 2021 awards were presented to Dr Luis da Vinha, a lecturer in International Relations and coordinator of the Master of International Relations within the College of Business, Government and Law; and to Dr Tim Rayner, the Flinders University Bachelor of Paramedic Science Course Coordinator, along with the team responsible for launching the Paramedic degree in the NT from March 2021, comprising Dr Narelle Campbell, Mrs Deb Boyko, Mrs Anthea Cayetano and Mr Andy Thomas (all part of the College of Medicine and Public Health).

Library performance bolstered by new facilities

Flinders University Library remains ranked in the first quartile of 19 benchmarked libraries, according to the national Library Satisfaction Survey, and despite COVID-19 disruptions, its overall performance ranking increased from the previous survey in 2019. New facilities include recording pods in the Central Library at Bedford Park, equipped with high-quality cameras, microphones and lighting to support online learning and web conferencing. The Library is also embedded in Course Loop, the university's digital platform for topic, course and program approvals, and it launched The Anton Lucas Digitised Collection in November, featuring rare Indonesian historical and political materials, focussing on the eras of Japanese occupation and the Indonesian revolution.

14,000

Work Integrated Learning Placements

No. 4

in the world for Concept Art & Illustration

The Rookies Awards 2020

Top 20

School for Game Design & Visual Effects

Up to 3,000

students accessed Flinders University's Learning Technology Platforms

Our people



Flinders University Alumni Award recipients 2021 with Deputy Chancellor Elizabeth Perry AM and Chancellor Stephen Gerlach AM

Accolades for our leading researchers

Leaders in research at Flinders University continue to receive the highest acknowledgements for the impact and originality of their work as scientists.

We enjoyed dual success at the 2021 South Australian Science Awards. Professor Justin Chalker won the Innovator of the Year Award, in recognition of his outstanding Green Chemistry advances at the Chalker Research Lab within the College of Science and Engineering. His work in synthetic chemistry is developing new molecules, from repurposing waste materials to create a polymer that can clean oil spills, to a sustainable form of self-repairing rubber.

Meanwhile Professor Giselle Rampersad was named STEM Educator of the Year (University or RTO Teaching), recognising her role as Director for the award-winning Diploma of Digital Technologies that Flinders delivers in collaboration with BAE Systems Australia.

Flinders University was also honoured as a finalist in the Excellence in Science and Industry Collaboration category, with Professor David Lewis, Associate Professor Jonathan Campbell, Associate Professor

Kirstin Ross and Associate Professor Ingo Koepfer applauded for the STEM Fast Track, Micro-X and Flinders University Collaboration.

Our Tall Poppies in Science keep flourishing

Leading Flinders University researchers Dr Yee Lian Chew, Dr Ash Hopkins and Dr Eddie Banks earned recognition for their research excellence and enthusiasm for science communication by being named Young Tall Poppy Science Award winners for 2021.

Respected as emerging leaders in their fields of neuroscience, precision medicine and hydrogeology respectively, they were rewarded for their commitment to increase an understanding of science in the broader community.

Dr Chew, who is the Mary Overton Senior Research Fellow in Neuroscience, funded by the Flinders Foundation, and a National Health and Medical Research Council Emerging Leadership Fellow, proudly calls herself 'the worm lady', due to her innovative studies of roundworm *C. elegans* to uncover new treatments for chronic pain.

Dr Hopkins, Senior Research Fellow in the College of Medicine and Public Health and leader of the Clinical Cancer Epidemiology

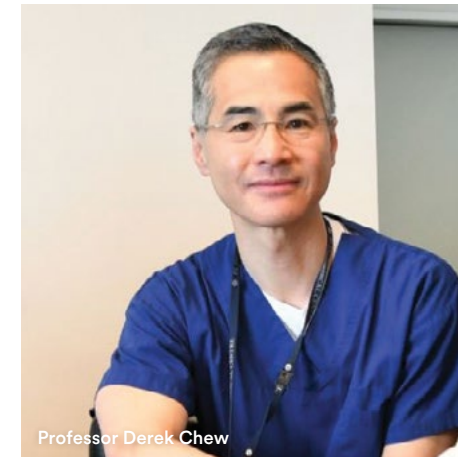
Lab at Flinders University, focuses on methods to predict who will benefit from specific cancer treatments.

Dr Banks, a hydrogeologist and Senior Research Fellow in the National Centre for Groundwater Research & Training, is investigating the availability and long-term sustainability of freshwater resources and figuring out how they come to exist.

Alumni making an impact on society

Nurturing the leaders of tomorrow and introducing landmark social justice, research and public policy initiatives that improve our local and international community are hallmarks of the 14 high achievers recognised in the 2021 Flinders University's Alumni Awards. The University's highest honour for alumni, the Convocation Medal, was awarded to Dr Rosemary Brooks OAM, for her work as a legal advocate for refugees and as former Principal at St Ann's College, a university residential college located in North Adelaide.

Other notable Alumni Award recipients included SA Health Chief Executive Dr Christopher McGowan, and Leanne Liddle, Director of the Aboriginal Justice Unit in the Northern Territory's Department of the Attorney General and Justice.



Professor Derek Chew

National honours for service

Flinders University is proud to have a long list of distinguished achievers, who exemplify the University's values of excellence, courage, innovation and integrity and are making a difference to people's lives and to the world.

Among the 2021 Australia Day Honours, four Flinders people became a Member of the Order of Australia: Mrs Anne Gordon Burgess AM, for her significant service to mental health, gender equality and to older people; Emeritus Professor Ronald Douglas (Doug) McEvoy AM, for his long standing contribution to respiratory and sleep health research; Emeritus Professor Peter John Roberts-Thomson AM, for his significant service to medical education and immunology; and Professor Lester Irabinna Rigney, past Director of the Yungborendi First Nations Centre at Flinders University, for his longstanding contribution to Indigenous education.

An extraordinary 23 people with connections to Flinders University – as staff, students, alumni, donors and honorary status holders – were acknowledged for their contributions to society in the 2021 Queen's Birthday honours. They included Professor Len Notaras AO, an internationally recognised leader in health, for his distinguished service to medical administration in the Northern Territory, and academic status holder Professor Nicola Spurrier PSM, awarded the Public Service Medal for outstanding public service to community health in her pivotal role of COVID-19 crisis management as South Australia's Chief Public Health Officer. Wing Commander Dr Collette Richards received a Conspicuous Service Cross for outstanding devotion to duty in aviation medicine for the Royal Australian Air Force, while nine Flinders people were appointed Members of the Order of Australia, with a further 10 awarded Medals of the Order of Australia.



Professor Justine Smith

New scholarship boosts Indigenous medical studies

The \$1 million Calthorpe Wong Indigenous Medical Scholarship was established in July 2021, to increase the numbers of medically qualified Aboriginal and Torres Strait Islander professionals working in their communities. Thanks to the generosity of retired ophthalmologists Mary Calthorpe and George Wong, who previously worked at the Flinders Medical Centre, the Repatriation General Hospital at Daw Park and the Marion Road Eye Clinic, their endowed gift donation is expected to provide \$80,000 annually to fund up to four scholarships each to the value of up to \$20,000 in an academic year (or in future years a mix of new and ongoing scholarships) to assist Aboriginal and Torres Strait Islander candidates to study medicine. Successful applicants will receive a scholarship for up to five years of their studies at Flinders University Bedford Park or Flinders' Northern Territory Medical Program.

Commissioner role for peak Health body

Professor Derek Chew, Matthew Flinders Fellow and Professor in Cardiology in the College of Medicine and Public Health, was announced the new Commissioner for the Commission on Excellence and Innovation in Health, a South Australian peak health body that provides leadership and advice on clinical excellence and innovation to maximise health outcomes for patients, championing evidence-based practice and clinical innovation. This recognition builds on Professor Chew's existing significant responsibilities as Regional Director of Cardiology, Department of Cardiovascular Medicine, Adelaide Health Service (Southern Region) and Head of the Flinders Centre for Clinical Change & Health Care Research.

Investment in macular disease

Professor Justine Smith, Matthew Flinders Distinguished Professor from the College of Medicine and Public Health, won a Macular Disease Foundation Australia \$300,000 research award from the Governor General. With co-investment from the College of



Associate Professor Alice Gorman

Medicine and Public Health at Flinders University, Professor Smith will investigate the possibility of treating macular oedema by blocking the actions of molecules called 'cytokines', and exploring treatment by repurposing drugs already in use for diseases outside the eye.

Students assisted with Matthew Flinders Scholarships

With so many students affected by COVID-19 restrictions, the Matthew Flinders Scholarship has continued to support students facing financial hardship. The scholarship is highly-supported by the Flinders University community of staff, alumni and friends, with 50% of donors in 2021 providing financial donations to Matthew Flinders Scholarship Fund.

Behavioural addiction expertise awarded

Associate Professor Daniel King was awarded the Universal Scientific Education and Research Network Laureate for 2021 in the field of Social Sciences for his research into tackling gambling and gambling addiction. This international prize is awarded annually to scientists or researchers aged under 40 who have conducted a significant advancement or achievement in research or scientific education. It also acknowledges that Associate Professor King has provided consultation for international authorities, including the World Health Organization

Asteroid naming honour

Associate Professor Alice Gorman from the College of Humanities, Arts and Social Sciences was given the honour of having an asteroid named after her as an internationally recognised pioneer in the field of Space Archaeology. Asteroid (551014) Gorman orbits between the planets Mars and Jupiter, and can be seen from Earth approximately every six years.

Community engagement

Wider connection to FUMA collection

Flinders University Museum of Art amplified its powerful connections to the wider community during 2021 through providing fresh ways to access one of the largest university art collections in Australia, comprising more than 8000 works.

The delivery of 87 public programs saw more than 16,000 people engage with FUMA, supported by significant increases in higher education student and Alumni engagement, fostering the next generation through mentoring an artist in residence, an emerging curator and two student interns.

The FUMA Gallery presented five acclaimed exhibitions, including *Ritual Nature: Ray Harris*, which won The Eran Svigos Award for best Visual Art Exhibition 2021 Adelaide Fringe, and *Bee Stung Lips: Barbara Hanrahan works on paper*, which received extensive positive critical review and will tour regional SA with the support of Country Arts SA during 2022 and 2023.

FUMA has made a significant contribution to the University's Reconciliation Action Plan through art-based cultural learning initiatives – providing access to important parts of the collection, presenting exhibitions and curated tours that explore relevant Indigenous themes, and shining a spotlight of the works of Indigenous artists and academics on campus. This was best highlighted by *Sovereign Sisters: Domestic Work*, an exhibition linked with the Tarnanthi Indigenous art festival.

FUMA's nationally significant holdings of Aboriginal and Torres Strait Islander art comprises a vital component for a raft of Indigenous studies programs at Flinders, across Art History, Education, Geography, History, Health Sciences, Literature and Social Sciences. FUMA's positive impact in this space was recognised with an inaugural Flinders University Reconciliation Award.



Projects to save koalas gain momentum

Research to ensure the good health of Kangaroo Island's embattled koala population was bolstered by a \$150,000 donation from Kangaroo Island Wildlife Park. The research, led by Professor Karen Burke Da Silva in the College of Science and Engineering, focuses on rehabilitating koalas caught by the 2019-20 Black Summer bushfires, when up to 80% of the island's koala population was destroyed. The estimated 8500 animals that survived faced enduring problems, as the fire destroyed 210,000 hectares of their habitat and food supplies. So far, 230 rehabilitated koalas have been released onto a 53-hectare bush block near Parndana, and a three-year study project will examine whether their introduction to a foreign habitat has any detrimental effects on their health.

The Flinders team will also engage citizen scientists and tourists to participate in monitoring and recording details about each of the koalas, which have been individually micro-chipped.

Another Flinders research project, led by Dr Diane Colombelli-Négrel and working with conservation charity Koala Life and the State Government, is developing non-invasive koala monitoring techniques with drones and a special facial recognition software program to identify and count koalas in wild populations.

Bee Stung Lips: Barbara Hanrahan works on paper

United in our support of sport

Fostering increased female participation in traditionally male-dominated sport is the focus of a valuable new partnership between Flinders University and the Adelaide United A-League Women's team. From the start of the 2021/22 season, this Co-Major partnership harnessed research and education as pathways for women to engage in soccer – not only as players but in a range of professional capacities, including sport sciences, nutrition and administration.

Flinders University has been Adelaide United's Premier Partner since the 2019/20 season, with the Flinders logo appearing on the front of the men's team home kit and training apparel, but expanding this to include a Co-Major partnership with the Women's team will enable further industry placements at Adelaide United for Flinders University female exercise scientists and physiologists, as well as students of business, marketing, social media, events and/or videography, plus opportunities of placements for allied health specialists and nutrition exercise science.

The partnership also benefits the Adelaide United Women's team by enabling elite-level testing for players during the season as part of projects in physiology and dietetics through the SHAPE Research Centre in the College of Education, Psychology and Social Work at Flinders.

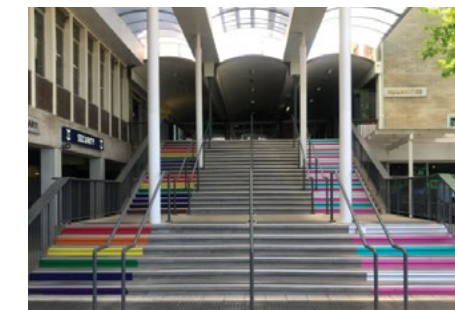


Flinders University Adelaide United A-League players



Great response to help first responders

Flinders University, in partnership with SA Police Legacy and the Australian Professional Firefighters Association, held the inaugural Triple O Charity Ball at Adelaide Oval on 27 November, with the event raising more than \$75,000. Proceeds have been divided between the organisations, including the Stafford Wulff Opportunity Scholarship in Paramedic Science which supports new paramedic students at Flinders University to cover their essential study costs.



Proud to fly the Pride flag

Flinders University's commitment to provide a work and study environment characterised by equality, respect and collegiality was underlined by acknowledgement of LGBTQIA+ History Month in October, and National Coming Out Day on 11 October. The Pride flag was raised on the University's official flag poles near Registry Building on 1 October, acknowledging Flinders' commitment and understanding to sexual and gender diversity within our community. Another positive visual message of support was painting the stairway next to the Library at Bedford Park in the colours of Pride, and suggestions were accepted for inclusive words and phrases to be added later. Flinders University Pride face masks sold through the Flinders Uni Shop saw proceeds from sales forwarded to Flinders Pride Allies.

Science viewed through the lens of young females

The Flinders University Cochlear Aurora Photo Contest - part of Flinders University's engagement with schools to promote STEM studies among local female high school students – attracted a record number of entries that creatively captured the topic "science is everywhere". As an initiative of Flinders University's STEM: Women Branching Out group, the six-year-old competition, open to girls from Years 7 to 12 from public, private and Independent schools, aims to inspire more girls to delve into the wonder of science and ultimately consider their futures working among its many disciplines.



Years 11 & 12 category sponsored by Cochlear Australia Limited presented by Assoc Professor Maria Parappilly on behalf of our Major Sponsor, Cochlear. Winner: Lillian Ernst – Mary MacKillop College. Photo Entitled: Eternal Flame.

2021 Donor Honour roll

Thank you to our donors and friends who partnered with us in 2021* to make a difference. Thank you also to our many donors who wish to remain anonymous and to those who have made a bequest in their Will.

DONORS

Remon Abdo	Freddie Brincat OAM	Jennifer Cuthbertson	Chris Georges	Kylie Jarrett	Pat Maidment
Lateef Adeleye	Patrick Brislan	Chantal Davenport	Terry Giesecke	Carole Johnson	Keith Mallett
Jikke Adema	Nicola Broderick	Jenny & John Dawes	Elisabeth Gobolos	Erica Jolly CUniv	Luisaa Mankaol
Hannah Aikman	Gaynor Brook	Julie Dawson	Andrew Goldsmith	Paula Jolly	Greg Manning
Veronica Aldrete	Mavis Brown (bequest)	Robert Dawson	Mark Goldsmith	Cathy Jones	Haydon Manning
John Algar	Bob Brummitt	David Day	Olga Gostin	David Kaczmarek	Christine Marsden
Susan Allan	David Bunce	Kersty Day	Nidhi Goyal	Tracy Kakyo	Janis & Simon Marsh
Lynda Allen	Lawrence Burk	Michelle de Cean	John Gray	Hiromi Kanazawa	Annette Masters
Margaret Allen	Alan Burns	Bas De Groot	Trevor Gray	Sandra Kanck	Nanette Masters
Bonnie Allmond	Tegan Burton	Nick Dean OAM	Jonathan Grear	Pam Karakousis	Dino Mazzocato
Michael Alpers & Deborah Lehmann	Mary Calthorpe & George Wong	Stephen Doolan	Roger Gurr	Chris Karapetis	Fern McAllan
Meggan Anderson	Tiffany Carlin	Robert Douglas	Jan Haaren	Mark Keam	Alison McCarthy
Gunther Andersson	Matthew Carmalt	Peter Dowling	Jillian & Stephen Hains AM	Emma Kennedy	Sheila McCarthy
Catherine Antonio	Bronwyn & Phillip Carson	Kay & Walter Duncan	Lee-Anne Hall	Todd Kenny	Stephen McDonald
Christopher Antonio	Joyce Carter	Suzanne Dunn	Ruth Hall	Jean Kent	Liam McGeagh
Karen Ashford	John Cashen	Vivienne Dunstone	Stephen Hambling	Rebecca Keough	Neil McIntosh
Patricia Astane	Robert Castelov	Anthony Dyer	Keith Hancock AO & Susan Richardson	Sylvia Kimpton	Deanna McKeown
Sukhvinder Badwal	John Chalmers AC	Ralph Earle	Peter Hanlon	Elizabeth King	Frank McKone
Barbara Baird	Allan Chan	Alan Easton	Michelle Harris	Bogda Koczwara AM	Toby McLeay
Danielle Baker	Kieren Chester	Dee Edwards	Isobel & Michael Harry	Mike Kooymans	Vincent Megaw AM
Val Baldwin OAM	Wael Chiri	Bernice Elford	Dawn Hatcliffe	Paul Kruger	Kay Merry
Margaret & Bryan Barlow	Wah-Soon Chow	Theo Ellenbroek	Beryl Hayes	Barbara Kupke	Karen Middleton
Penny & Corinne Barnard	David Cilento	Pipina Elles	Paula Hayes	Jennifer Kuypere	Tamara Mieglich
Linda Barwick	John Clancy	Carolyn Emden	Barbara & Gordon Heaslip (bequest)	Elizabeth Kwan	Brad Mitchell
Simon Battersby	Georgie Clark	Marc Fairhead	Helen Heithersay	Tony Kyriacou	Ian Moffat
Merridy Baylis	Sarah Clark	Terry Fairlie	Roger Henderson	Angela Lacey	Cathy & Chris Molloy
David Belford	John Clema	Meredith Fantham	Richard Heyneman	Leon Lack	Peter Monteath
Barbara Biela	Michele Cochrane	Cheryl & Carey Fear	Dianne Hill	Wendy Laffer	Betty Moore
Heather Blackburn	Lucinda Colby	Norman Feather AM	Janita Hill	Diana Laidlaw AM	John Morcombe
Rosalind & Dick Blandy	Rosemarie Collyer	Uncle Richie Fejo	David Hilliard OAM	Editha Lambeth	Bruce Mortimer
Elizabeth Bleby	Anita Comacchio	Michael Filosi	Carol Hillman	John Lam-Po-Tang	Russell Mountford
Claire Bockner	Nayia Cominos	John Finlay-Jones	Noel Hodda	Melinda Lee	Wendy Murchland
Sharleena Bohn	Tiffany Conroy	Robert Fletcher	Maxwell Hodge	Peter Leverenz	Janet Murray
Mark Borlace	Susan Cook	Cathy Foley AO PSM	Joe Hortovanyi	Janis Lindbergs	Pandiarasi Mutharasu
Michael Borrowdale	Hilary Cookson	Elizabeth Ford	John Howard	Matt Lindner	Michael Nance
Chris Bowman	Anthony Cooper	Mem Fox AM	Judith Howe	Enzo & James Lombardi	Leanne & Matthew Nation
Bethany Braendler	Marcello Costa AO	Janice Franklin	Kate Hudson	Heather Long	Elizabeth Naumczyk
Margaret Bragg	Nick Costello-Smith	Rod Fraser	Tim Hughes	Rianna Lopez	Beth Neate
Stella & Peter Braund	Milly & Andrew Costi	Kate Fry	Elizabeth Humphreys	Myrna Lozada	Jennifer Nicholls
Esther Breed	Gordon Crabb	Maria Gaganis	Alastair Hunter OAM	Brandon Lu	Maureen Nimon
Ionie & Max Brennan AO	David Craig	Neil Gallagher	Peter Hussin	Anna Jane Lucas	Linda Notley
	Jonathan Craig	Ann Gardiner	Leeanne Hutchinson	Emma Mackenzie	Jake Nowicki
	Lynn Croft	Kylie Gayford	Alison Ireland	Ted Mah PSM	Kerubo Omwega
	Roger Currie				Tim Ormsby

Supporting education and research

Through their generosity, donors to education and research at Flinders University are having an important impact on individuals and creating positive change in the community.

This includes the contribution of 91-year-old Barbara Hughes, whose generous \$115,000 donation established the Margaret Fay Fuller Scholarship for a high-achieving Flinders PhD student in the field of cancer research.

The scholarship is named in honour of her good friend Margaret Fay Fuller, who had been a long-term supporter of cancer research. The inaugural scholarship supported Flinders PhD candidate Jessica Thomas, who is studying how to reduce alcohol-related breast cancer risk.

Yoichiro Otsuka	Dorothy Rowell	Kuma Subedi	Jessica Williams
Wayne Owen	Stephanie Rowland	Charles Such	Mary Williams
Tony Pain	Erin Ruff	Acram Taji AM	Brenda Wilson AM
Kay Paine	Jane Russell	Elaine Tan	John Wilson
Johnny Pamintuan	Patricia & Richard Ryan AO	Annie Taverner	Barbara Wing
Suzanne Parker	Tom Sag	Callista Thillou	Lesley Woodard-Knight
Andrew Parkin	Bryce Saint OAM	Joan Thomas	Doreen Wright
Judith Parsons	Robert Saint AM	Vincent Thomas	Ron Wright
Alpesh Patel & family	Fiona Salmon	Glen Thompson	Stafford Wulff
Adam Paterson	Mary & Geoff Sauer	Kris Thompson	Yau Weng Kong
Robert Paterson	Frank Scali & family	Rosemary Thompson	Pauline Young
Helen Pearce	David Scarman	Jennifer Tieman	Leonie Zadow
Larissa Pearce	Cheryl Schelbach	Marika Tiggemann	Binzhong Zhou
Colleen Penny	Elnora Schmocker	Marjori & Trevor Tisdall	
Liz Perry AM	Sandra Scott	George Triantafylakis	
Helen Petros	Bronwyn Scott-Smith	Neil Trout	GIFTS-IN-KIND
Lea Petrovic	Lindi Seaton	Alan Tucker	Michael Abbott
Albert Phillips	Lea Thin Seow	Linnett & David Turner	AO QC
Cameron Phillips	Carmela Sergi	Lucia Vaiciulevicius	Paula Furby
Jackie Phillips	Kathryn Seymour	Marja Van Breda	Fiona Ryan
Melinda Pike	Geoffrey Shacklock	Phil Vanzo	Elizabeth Ryan
Wee Ching Pok	Michael Shanahan	Eva Varga	& Richard Spoehr
Martin Polkinghorne	Susanne Sheridan	Lewis Vaughan	Susan Sheridan
Santosh Poonnoose	Jane Shirley	Patrick Vaughan	Alex Wakulenko
Gabrielle Prest	Dorothy Shorne	Gregory Venn	
Ann Preston Flint	Edward Shorne Holden	Bert Verhoeven	GIFTS-IN-MEMORIAM
Beth Prior	Alan Sicolo	Rosemary Victor	In memory of Trevor Baillie
Kim Pryor	Liz Skinner	Christine & Barry Wakelin OAM	Tamara Baillie
Nadia Pusz	Peter Slagter	Rick Walsh	In memory of Isla Lucy Bond
George Pybus	Alison Slinn	John Warne	Rebecca Linehan
Deni Ranasinghe	Carol Smith	Heidi Warren	In memory of Howard James Buchan
Diané Ranck	Claire Smith	Trina Watson	Bruce Buchan
Richard Randell	Justine Smith & Binoy Appukuttan	Margaret & David Wattchow AM CUniv	In memory of Professor Michael Bull
John Rava	Lesley Smith	Richard Weate	Matthew Sykes & Pete Allred
Philippa Rayner	Melvyn Smith	Garry Weatherill	In memory of Peter Reginald Fiora
Christopher Reid	Alison Smyth	Robn Webb-Jones	Maria Del Col
Robert Rice	Margaret Smythe	Michael Weightman	In memory of Tarja Gubbins
Linda Richards	Darryl Sparrow	Vanessa Weippert	Eija Haaja
Sandy Richards	Megan Spiliopoulos	Rod Wells AM	In memory of Ryan Hodges
Brian Ridge	Margaret Springgay AM	Glenys White	Shawgi Sukumaran
Michelle Robertson	Gerrit Stafford	Heather Whitford	
Bev Rogers	Kym Stockman	Emma Widdison-Duke	
John Rogers	Bob Stone	Adrienne Williams	
Linda Ross		Fay Williams	
Denise Rowe			

In memory of Michael Kompo	Concerted Incorporated
Elizabeth Kompo	Connellan Airways Trust
In memory of Russell Liston	Cowden (SA) Pty Ltd
Kay & Brian Liston	Everglades Fund
In memory of James Rennie	FCD Health Ltd
Suzette Harman	Flinders Archaeology and History Society
In memory of Tom Sutherland	Flinders Foundation
Patrick Marks	Flinders University Library
In memory of Maureen & George Swafford	Forensic Science SA
Glenn Swafford	Helium Four Pty Ltd
In memory of Lee Virgin	Mediserve
Individual supporters of the Lee Virgin Fund	Nursing Agency
In memory of Nancy Waller	MGF Scaffolding
R & G Graetz	Noarlunga Trees For Life Group
In memory of Rex Elliot Wegener	Noonan Insurance Services Pty Ltd
Catherine Wegener	Northrop Grumman Australia Pty Ltd
In memory of Lindon Wing	Nutopia
Ian Chesterman AM	Radiology SA
Maria Crotty PSM	Red Rock Films
Deva Family Trust	Sophia Ecumenical Feminist Spirituality Inc
Karin Nyfort-Hansen	St Theodore's Anglican Church
Peter Mackenzie	The Combined
David Wattchow	Probus Club of Collinswood Inc
AM CUniv	The William and Flora Hewlett Foundation
Richard Weate	Thyne Reid Foundation
Roger Wyndham	Triton Media
In memory of Warren Lee Young	University of Melbourne
Jeanne Young Kirby	University of the Third Age – Flinders Branch
ORGANISATIONS	Wattle Range Council
Adelaide Health Care	WAX Design
Adelaide Theatre & More Social Club Inc	Yankalilla Landscape
Anomaly Entertainment	
Assured Home Loans Pty Ltd	
Calvert Technologies	
Community Bridging Services (CBS) Inc	

*The Donor Honour Roll recognises those who donated to Flinders University between 1 January and 31 December 2021.

Governance and 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:

- 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

Flinders University Council

Freedom of Speech and Academic Freedom Attestation Statement – Annual Report 2021

In response to the Hon. Robert French AC's *Independent Review of Freedom of Speech in Australian Higher Education Providers*, Flinders University enacted its *Academic Freedom and Freedom of Speech Policy* in March 2020.

The Policy was further reviewed and amended in August 2021 in response to the findings of Emeritus Professor Sally Walker AM's *Independent Review of the Adoption of the Model Code on Freedom of Speech and Academic Freedom*, which found that Flinders University's Policy was 'mostly aligned' with the Model Code. The amendments to the Policy included adopting in full the definition of Academic Freedom as set out in the *Higher Education Support Act 2003*.

The Policy expressly affirms Flinders University's commitment to the exercise of academic freedom and freedom of speech and specifically states that staff, students and others to whom the policy applies must not prevent, harass, disrupt, vilify or intimidate those seeking to exercise academic freedom or freedom of speech in accordance with the policy.

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

Since 2019, the Flinders University Student Association (FUSA) has had a Freedom of Speech on Campus charter that promotes FUSA's commitment to 'freedom of speech & expression on campus as an important right for students, staff, and members of the public.'

Flinders University received no freedom of speech or academic freedom complaints in 2021.

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
<ul style="list-style-type: none"> • Chancellor <i>ex officio</i> (Chairperson); and • Six (6) Chancellor-appointed members, as follows: <ul style="list-style-type: none"> • Vice-Chancellor <i>ex officio</i> • 2 x Deputy Chancellors <i>ex officio</i> • Chair, Academic Senate <i>ex officio</i> • 2 x external members of Council 	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
<p>Appointed members (13):</p> <ul style="list-style-type: none"> • Chairperson (a member of the academic staff appointed by the Vice-Chancellor) • 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. <p><i>Ex officio</i> members (14):</p> <ul style="list-style-type: none"> • Vice-Chancellor • Deputy Vice-Chancellor (Research) • Deputy Vice-Chancellor (Students) • Vice-President and Pro Vice-Chancellor (International) • Six (6) x Vice-President and Executive Deans of College • Pro Vice-Chancellor (Indigenous) • Dean of Graduate Research • Student President • Education Officer, Student Council 	<p>Academic Senate oversees and monitors the academic activities of the University and ensures the academic quality and integrity of the University's academic operations.</p> <p>Senate has four sub-committees to which it has delegated some of these responsibilities:</p> <ul style="list-style-type: none"> • Education Quality Committee • Research Quality Committee • Student Appeals Committee • University Higher Degrees by Research Committee

Audit & Risk Committee

Composition	Key Responsibilities
<p>The Committee is appointed by the Council and comprises at least three members:</p> <ul style="list-style-type: none"> • The Chair will normally be selected from amongst the external membership of Council. • All members will be persons external to the University. • 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. • The Chancellor will not be a member of the Committee. 	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
<p>The Committee comprises the following members appointed by the Council:</p> <ul style="list-style-type: none"> • The Chair will be an external member of Council, other than the Chancellor, with financial and/or commercial expertise. • 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. • Vice-Chancellor (<i>ex officio</i>). 	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.

Council Member Attendance – 2021	FA	TE	C	Standing Committees#				
				AS	ARC	EC	FIC	RC
Mr Stephen Gerlach AM Chancellor (<i>ex officio</i>)	1/03/10	N/A	6/6			6/7		6/6
Professor Colin Stirling Vice-Chancellor (<i>ex-officio</i>)	1/01/15	N/A	6/6	2/5	4/4	7/7	6/6	
Professor John Roddick Presiding member of Academic Senate (<i>ex-officio</i>)	1/07/17	30/6/2021	2/6 (2/2)*	2/5 (2/2)*		3/7 (3/4)*		2/6 (2/2)*
Professor Christopher Kee Presiding member of Academic Senate (<i>ex-officio</i>)	1/7/2021	N/A	4/6 (4/4)*	3/5 (3/3)*		3/7 (3/3)*		4/6 (4/4)*
Mr George Freney Appointed member of Council	1/01/19	N/A	5/6		3/4			
Mr Douglas Gautier AM Appointed member of Council	19/04/12	N/A	6/6			7/7		5/6
Ms Kathryn Gramp Appointed member of Council	1/01/15	N/A	5/6		4/4			
Mr Stephen Hains Appointed member of Council	1/01/11	N/A	6/6		4/4	7/7		6/6
Ms Elizabeth Perry AM Appointed member of Council	8/08/13	N/A	5/6			7/7	5/6	6/6
Mr John Hood Appointed member of Council	9/03/17	N/A	5/6				6/6	
Professor Brenda Wilson AM Appointed member of Council	1/10/15	N/A	6/6			7/7		6/6
Ms Sharon Wilson Appointed member of Council	23/08/19	N/A	5/6					
Dr Amanda Muller, Academic Staff member, elected by Academic Staff	13/07/18	N/A	6/6					
Ms Kate Walsh Professional Staff member elected by Professional Staff	1/01/21	N/A	6/6					
Mr Aidan Cornelius-Bell Elected PG student member	1/01/20	8/10/2021	3/6*					
Ms Natasha Kidd Elected UG student member	1/01/20	31/12/2021	6/6					

Data for Council Members only.

* Not a member for full year, brackets reflect attendance at meetings for which they were a member.

FA	First Appointed / Elected
TE	Term Ended
C	Council
AS	Academic Senate
ARC	Audit and Risk Committee
EC	Executive Committee
FIC	Finance and Investment Committee
RC	Remuneration Committee

Governance and 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 Strategic Risk Register. The Strategic Risk Register is reviewed at least biennially by the Senior Executive Team, Audit & Risk Committee and Council.

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

Response to covid-19 pandemic

Following on from 2020, the University continued to implement a dynamic multifaceted response to the COVID-19 pandemic. This response was flexed up and down in response to local conditions to achieve the best outcomes for staff and students, and included implementing updated health and safety measures, moving between online and in-person teaching as necessary and changing the way we deliver student support services, as well as creating innovative events such as *Virtual Open Days* for prospective students and other members of the community to experience the world-class attributes of our University.

A COVID-19 Taskforce led by the Vice-President (Corporate Services) continued to ensure that the University responded effectively to COVID across all operational areas. 2021 saw a much more nuanced response to the pandemic than 2020 as governmental, community, and University management of the pandemic matured. The University responded to a complex array of Government Emergency Management Directions, balancing the effect on staff and students while striving to maintain the best health and education outcomes.

Sustainability

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

In line with this Plan, Flinders University now receives 100% renewable electricity for all its South Australian operations. The supply complements our existing investments in solar car park and rooftop systems that were already generating approximately 20% of electricity needs at our main campus. We are continuing to pursue a range of renewable supply and storage projects enabling Flinders to make rapid

progress to decarbonise and work towards becoming a climate-positive university.

In addition, Flinders University's vision to decarbonise its transport fleet is well underway having installed 15 electric vehicle charging stations at its Bedford Park campus to support our 13 electric fleet vehicles, and Flinders' staff, student and visitor electric vehicles.

Flinders University also strengthened its ongoing commitment to sustainability initiatives through the employment of a Principal Sustainability Strategist - facilitating greater opportunities for enhanced engagement across the University.

Remuneration

Flinders University recognises the principles laid out in the University Chancellors Council (UCC) Australian Universities Vice-Chancellor and Senior Staff Remuneration Code to ensure that the remuneration of Vice-Chancellors and senior staff at Australian Universities is competitive, appropriate, and transparent.

Flinders University's Remuneration Policy is consistent with these principles and requires the University's remuneration practices and processes to:

- be fair, equitable and transparent
- be sufficiently competitive and flexible to meet the diverse needs of the Colleges and Portfolios across the University
- encourage, recognise and reward high performance and contribution to the success of the University
- include strategies to ensure gender pay equity
- comply with all applicable legislation, industrial agreements, awards and other obligations.

Flinders University reports in detail on the remuneration of Council members, the Vice-Chancellor and senior staff at Note 30 to the Annual Financial Statements.



Financials

Financial Performance Statement	40
Income Statement	41
Comprehensive Income Statement	42
Financial Position Statement	43
Changes in Equity Statement	44
Cash Flows Statement	45
Chancellor's Letter of Transmission	46

To be read in conjunction with the full financial statement.

Full audited financial statements are available online at finders.edu.au

Financial performance statement

FINANCIAL PERFORMANCE STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2021

	CONSOLIDATED		UNIVERSITY	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
INCOME STATEMENT				
Total income from continuing operations	556,802	535,060	552,413	532,198
Total expenses from continuing operations	520,425	496,683	516,786	494,403
Operating result	36,377	38,377	35,627	37,795
Operating margin	6.5%	7.2%	6.4%	7.1%
BALANCE SHEET				
Net assets	895,522	821,980	893,431	820,977
Current ratio	1.7	1.3	1.7	1.3

2021 saw Flinders University successfully navigate a challenging landscape to position itself for a return to higher levels of activity. Prudent measures taken in 2020 in response to the COVID-19 pandemic continued during 2021 with a primary focus on the wellbeing and safety of students and staff. Enhancement of the online learning experience and research growth remained key priorities during the year, along with student support for those experiencing hardship.

In 2021 Flinders University recorded an operating surplus of \$36.4 million compared to a surplus of \$38.4 million in 2020. Total revenue was \$556.8 million in 2021, an increase of 4% compared with \$535.0 million in 2020. An increase in Australian government funding was offset by a reduction in student fees and charges, due mainly to closed international borders. It is anticipated that teaching revenue will increase in coming years as international travel recovers.

Research income continued to strengthen, up year on year in 2021 to \$101.0 million, which includes a one-off \$12.0 million Research Block Grant. The progressive growth in research income reflects significant strategic investments made by the University. Additionally, general investment returns continued to strengthen up from \$11.2 million in 2020 to \$15.3 million in 2021.

Expenditure increased by 4.8% in 2021 and included \$12.8 million of impairment losses for intangibles that had previously been capitalised. Total salary costs remained under control with an increase of 1% over the previous year. Non-Salary operating expenditure was contained as a result of lower activity levels attributable to the global pandemic, including border restrictions and supply chain pressures.

A focus on the financial resilience of the University continued in 2021. The University's total assets increased by \$100.0 million from 2020 to \$1,146.9 million including cash holdings of \$179.6 million. The University's investment in Education Australia Ltd was restructured during the year. This resulted in an in-specie dividend distribution of \$75.9 million (recorded through other comprehensive income) and a new shareholding in IDP Ltd valued at balance date at \$63.4 million.

The overall 2021 operating result reflects the financial durability of the University, which is well positioned to progress its key strategic priorities, having secured funding to construct a new \$255.0 million Health and Medical Research Building adjacent to the Flinders railway station by 2024. The University has also committed to expanding its city presence by leasing office space in the new Festival Tower development on North Terrace estimated to be completed late 2023.

Income statement

INCOME STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2021

	CONSOLIDATED		UNIVERSITY	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
INCOME FROM CONTINUING OPERATIONS				
Australian Government financial assistance				
Australian Government grants	266,924	235,972	266,924	235,972
HELP – Australian Government payments	105,745	111,984	105,745	111,984
State and local government financial assistance	6,358	7,088	6,358	7,088
HECS-HELP – Student Payments	6,201	6,234	6,201	6,234
Fees and charges	116,619	124,653	116,530	124,590
Investment revenue	15,314	11,154	15,310	11,150
Royalties, trademarks and licences	174	821	168	815
Consultancy and contracts	12,188	16,305	12,373	16,366
Other revenue	22,503	18,633	18,028	15,881
Gains on disposal of assets	202	140	202	140
Share of profit or loss on investments accounted for using the equity method	-	89	-	-
Other investment gains	4,574	1,987	4,574	1,978
Total income from continuing operations	556,802	535,060	552,413	532,198
EXPENSES FROM CONTINUING OPERATIONS				
Employee related expenses	327,295	324,300	324,413	322,508
Depreciation and amortisation	44,708	41,703	44,565	41,581
Repairs and maintenance	14,776	14,674	14,694	14,601
Borrowing costs	501	496	501	496
Impairment of assets	13,134	107	13,134	107
Other expenses	120,011	115,403	119,479	115,110
Total expenses from continuing operations	520,425	496,683	516,786	494,403
Net result from continuing operations	36,377	38,377	35,627	37,795
Net result attributable to				
University	36,377	38,377	35,627	37,795
Non-controlling interest	(338)	(74)	-	-
Total	36,039	38,303	35,627	37,795

Full audited financial statements are available online at flinders.edu.au

Comprehensive income

COMPREHENSIVE INCOME STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2021

	CONSOLIDATED		UNIVERSITY	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Net result for the period	36,377	38,377	35,627	37,795
ITEMS THAT WILL BE RECLASSIFIED TO PROFIT OR LOSS:				
Gain/(loss) on financial assets designated at fair value through other comprehensive income	36,827	7,790	36,827	7,790
Total	36,827	7,790	36,827	7,790
ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS:				
Gain / (loss) on revaluation of land, buildings, library and artworks	-	(801)	-	(801)
Total	-	(801)	-	(801)
Total other comprehensive income	36,827	6,989	36,827	6,989
Total comprehensive income	73,204	45,366	72,454	44,784
Total comprehensive income attributable to:				
University	73,542	45,440	72,454	44,784
Non-controlling interest	(338)	(74)	-	-
Total	73,204	45,366	72,454	44,784

Full audited financial statements are available online at flinders.edu.au

Financial position

FINANCIAL POSITION STATEMENT – AS AT 31 DECEMBER 2021

	CONSOLIDATED		UNIVERSITY	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
ASSETS				
CURRENT ASSETS				
Cash and cash equivalents	179,556	124,913	176,755	123,271
Receivables	40,785	17,394	39,195	15,275
Contract Assets	3,311	2,487	3,311	2,487
Inventories	210	113	208	111
Other non-financial assets	13,410	12,798	13,331	12,729
Total current assets	237,272	157,705	232,800	153,873
NON-CURRENT ASSETS				
Receivables	40,203	45,374	40,203	45,374
Investments accounted for using the equity method	-	646	-	-
Other financial assets	163,016	139,932	163,633	141,525
Property, plant and equipment	662,555	648,592	661,293	647,211
Investment properties	10,296	8,404	10,296	8,404
Intangible assets	31,688	43,945	31,610	43,867
Other non-financial assets	1,821	2,269	1,821	2,269
Total non-current assets	909,579	889,162	908,856	888,650
Total assets	1,146,851	1,046,867	1,141,656	1,042,523
LIABILITIES				
CURRENT LIABILITIES				
Trade and other payables	61,796	49,401	58,804	46,179
Borrowings	2,134	3,402	2,134	3,402
Provisions	23,473	26,374	23,110	26,006
Other liabilities	1,301	191	1,693	629
Contract liabilities	49,961	43,185	49,820	42,996
Total current liabilities	138,665	122,553	135,561	119,212
NON-CURRENT LIABILITIES				
Trade and other payables	9,106	7,783	9,106	7,783
Borrowings	11,346	13,019	11,346	13,019
Provisions	66,413	71,880	66,413	71,880
Contract liabilities	25,799	9,652	25,799	9,652
Total non-current liabilities	112,664	102,334	112,664	102,334
Total liabilities	251,329	224,887	248,225	221,546
Net assets	895,522	821,980	893,431	820,977
EQUITY				
University interest				
Reserves	219,491	205,423	223,244	209,176
Retained earnings	675,245	616,109	670,187	611,801
University interest	894,736	821,532	893,431	820,977
Non-controlling interest	786	448	-	-
Total equity	895,522	821,980	893,431	820,977

Full audited financial statements are available online at flinders.edu.au

Changes in equity

CHANGES IN EQUITY STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2021

	RESERVES	RETAINED EARNINGS	UNIVERSITY INTEREST	NON CONTROLLING INTEREST	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000
CONSOLIDATED					
Balance as at 1 January 2020	198,434	577,732	776,166	374	776,540
Net result	-	38,377	38,377	74	38,451
Gain on revaluation of land, buildings, infrastructure, library and artwork	(801)	-	(801)	-	(801)
Total comprehensive income	(801)	38,377	37,576	74	37,650
Recognition of non-controlling interest	-	-	-	-	-
Balance at 31 December 2020	197,633	616,109	813,742	448	814,190
Balance at 1 January 2021	205,423	616,109	821,532	448	821,980
Net Result	-	36,377	36,377	338	36,715
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	36,827	-	36,827	-	36,827
Gain/(loss) on investment transfer between reserves	(22,759)	22,759	-	-	-
Total comprehensive income	14,068	59,136	73,204	338	73,542
Recognition of non-controlling interest	-	-	-	-	-
Balance at 31 December 2021	219,491	675,245	894,736	786	895,522
	\$'000	\$'000	\$'000	\$'000	\$'000
UNIVERSITY					
Balance as at 1 January 2020	202,187	574,006			776,193
Net result	-	37,795			37,795
Gain on revaluation of land, buildings, infrastructure, library and artwork	(801)	-			(801)
Total comprehensive income	(801)	37,795			36,994
Recognition of non-controlling interest	-	-			-
Balance at 31 December 2020	201,386	611,801			813,187
Balance at 1 January 2021	209,176	611,801			820,977
Net Result	-	35,627			35,627
Gain/(loss) on equity instruments designated at fair value through other comprehensive income	36,827	-			36,827
Gain/(loss) on investment transfer between reserves	(22,759)	22,759			-
Total comprehensive income	14,068	58,386			72,454
Recognition of non-controlling interest	-	-			-
Balance at 31 December 2021	223,244	670,187			893,431

Full audited financial statements are available online at flinders.edu.au

Cash flows

CASH FLOWS STATEMENT – FOR THE YEAR ENDED 31 DECEMBER 2021

	CONSOLIDATED		UNIVERSITY	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Australian Government Grants	373,278	347,956	373,278	347,956
OS-HELP (net)	7	4,925	7	4,925
Superannuation Supplementation	2,035	3,301	2,035	3,301
State Government Grants	6,238	6,920	6,238	6,920
Local Government Grants received	119	168	119	168
HECS-HELP - Student payments	6,201	6,234	6,201	6,234
Receipts from student fees and other customers	182,458	169,003	177,543	165,701
Dividends received	6,251	5,483	6,251	5,483
Interest received	921	1,327	921	1,327
Other investment income	5,885	2,677	5,885	2,677
GST recovered/paid	8,895	10,619	8,895	10,619
Payments to suppliers and employees (inclusive of GST)	(480,972)	(461,029)	(477,192)	(458,294)
Interest and other costs of finance	(501)	(496)	(501)	(496)
Net cash provided by/(used in) operating activities	110,815	97,088	109,680	96,521
CASH FLOWS FROM INVESTING ACTIVITIES:				
Proceeds from sale of property, plant and equipment, intangibles and other long term assets	423	498	423	498
Proceeds from sale of investment	2,558	22,426	2,558	22,426
Other investing outflows	1,110	(42)	1,064	(42)
Purchase of property, plant and equipment, intangibles and other long term assets	(51,170)	(59,233)	(51,148)	(59,190)
Payments for financial assets	(8,037)	(149)	(8,037)	(149)
Repayments of loans by related parties	248	120	248	120
Net cash provided by/(used in) investing activities	(54,868)	(36,380)	(54,892)	(36,337)
CASH FLOWS FROM FINANCING ACTIVITIES:				
Repayment of lease liabilities	(1,304)	(1,161)	(1,304)	(1,161)
Net cash provided by/(used in) financing activities	(1,304)	(1,161)	(1,304)	(1,161)
Net increase/(decrease) in cash and cash equivalents	54,643	59,547	53,484	59,023
Cash and cash equivalents at beginning of year	124,913	65,366	123,271	64,248
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	179,556	124,913	176,755	123,271
Financing arrangements				
Non-cash financing and investing activities				

Full audited financial statements are available online at 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 2021 to 31 December 2021 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 19 May 2022.

Stephen Gerlach AM
Chancellor



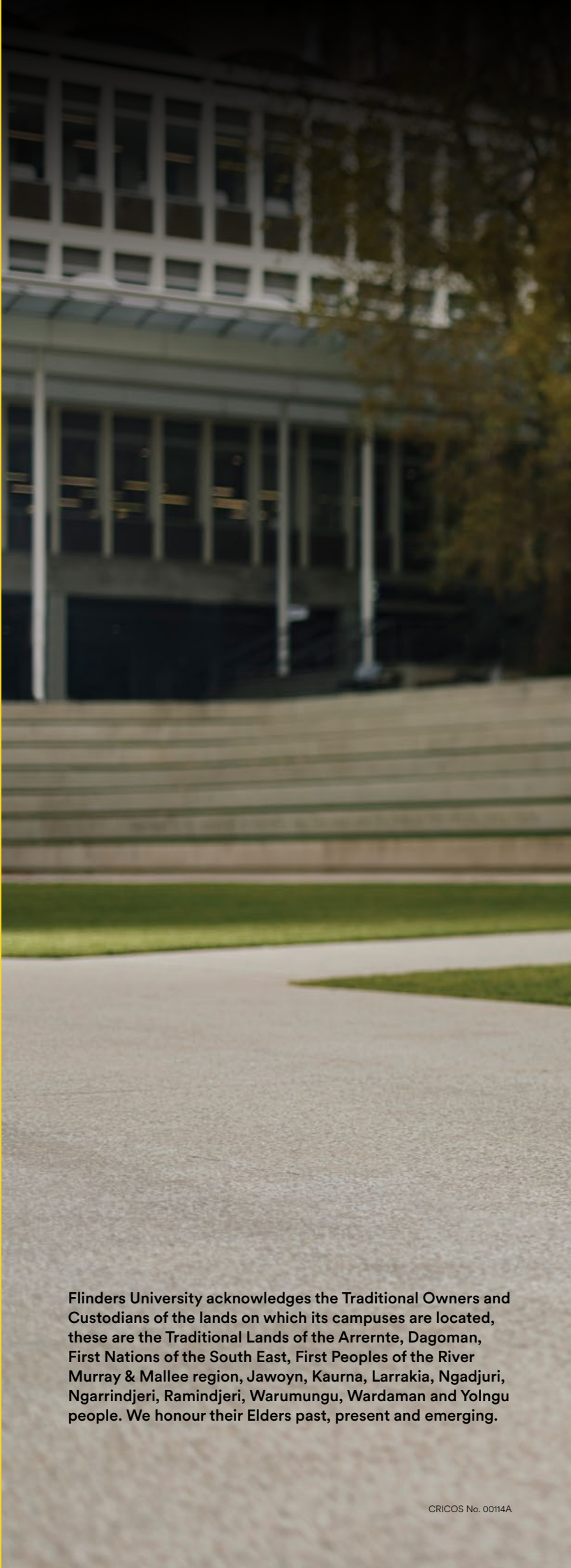
For further information

Flinders University
Telephone: 1300 354 633 (local call cost)
Email: askflinders@flinders.edu.au

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

Cover image: Flinders Fearless students from left to right: Saiyuri Pilay, Jonathan Lam, Nandi Nyoni, Daniel Calabro.



Flinders
UNIVERSITY

FEARLESS

[Flinders.edu.au](https://www.flinders.edu.au)

Flinders University acknowledges the Traditional Owners and Custodians of the lands on which its campuses are located, these are the Traditional Lands of the Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray & Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour their Elders past, present and emerging.