

2013 Annual Review



University of
South Australia

The University's new \$85 million Learning Centre at City West was named the Jeffrey Smart Building. Jeffrey Smart, an alumnus of the South Australian School of Art and Crafts (now a part of the University of South Australia's School of Art, Architecture and Design) received an honorary doctorate from UniSA and, in 2012 the University's Samstag Museum of Art presented the major retrospective *Master of Stillness: Jeffrey Smart paintings 1940 – 2011* celebrating a lifetime of his work.





Letter of transmittal

The Hon Gail Gago MLC
Minister for Employment, Higher Education and Skills
9th Floor, Terrace Towers
178 North Terrace
Adelaide SA 5000

30 June 2014

Dear Minister

In accordance with the requirements of regulations under Part 4, Section 18 – Annual Report of the University of South Australia Act 1990, it gives me great pleasure to submit for your information and presentation to Parliament the University of South Australia Annual Report 2013 and the University of South Australia Financial Statements 2013, for the year ending 31 December 2013.

The University Council approved the Annual Report and the Financial Statements at its meeting on 19 June 2014.

Yours sincerely



DR IAN GOULD AM
Chancellor

Companion volume

The University's complete annual financial statements for the year ended 31 December 2013, adopted by the University Council on 19 June 2014 are contained in the University of South Australia Financial Statements 2013, a companion volume to this report.

Your feedback

We welcome any comments or suggestions on the content or layout of this report. Please contact the Corporate Communications Manager on:

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Further information

This report and the University of South Australia Financial Statements 2013, as well as past annual reports, are available on our website:

<http://w3.unisa.edu.au/cmkt/pubs/archives/archive.asp>

For hard copies of this report or the University of South Australia Financial Statements 2013, please contact:

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Or write to:
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University of South Australia
GPO Box 2471
Adelaide South Australia 5001

2013 at a Glance

| | |
|--|---------|
| Total number of students | 33,549 |
| Total number of international students..... | 7,452 |
| Onshore international students | 5,020 |
| Offshore international students | 2,452 |
| Number of parchments given | 8,594 |
| Staff population (full-time equivalent) | 2,619 |
| Total University alumni# | 180,797 |
| Number of Campuses and Regional Centres | 6 |
| (City West, City East, Magill, Mawson Lakes, Mt Gambier & Whyalla) | |
| Number of Research Institutes..... | 7 |
| Number of Research Centres..... | 17 |
| Number of students funded for international study experience | 432 |
| Number of student exchange partner institutions..... | 72 |

Includes alumni from antecedent institutions.

In the QS subject rankings for 2013

- ▷ We are featured in 16 of the 30 subject rankings
- ▷ We are in the top 200 in four of the 30 subjects featured in the 2013 subject rankings: Education, Psychology, Computer Science and Information Systems, and Law
- ▷ We were featured for the first time in Computer Science and Information Systems, and Law.

- ▷ We're 5th in Australia and 48th worldwide in Times Higher Education's (THE) Top 100 universities under 50¹
- ▷ We're in the top three per cent of universities worldwide²
- ▷ We're number one in South Australia for the employment rate of our graduates³
- ▷ More than 90 per cent of 2013 graduates in full-time employment are in professional occupations⁴
- ▷ We are the State's engineering University – the only SA University ranked in THE's global Top 100 for engineering and technology⁵
- ▷ We are also the highest ranked of all SA institutions for overall⁶ student satisfaction

¹ Times Higher Education (THE) World University Rankings 2013

² QS World University Rankings 2013; THE World University Rankings 2013

³ myuniversity.gov.au

⁴ Beyond Graduation 2013 (BGS), Graduate Careers Australia

⁵ THE World University Rankings 2013

⁶ Good Universities Guide 2013

University vision, mission and values

Vision

UniSA's vision is that it will be a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society.

Mission

UniSA educates professionals and citizens to the highest standards; creates and disseminates knowledge; and engages with our communities to address the major issues of our time.

Values

Scholarship

UniSA promotes and sustains open intellectual enquiry characterised by high standards of ethics and integrity. Academic rigour, excellence and relevance underpin our actions in research and its application, in teaching and learning and in engagement with our communities.

Engagement

UniSA's teaching and research connect strongly with the issues of our local, national and international stakeholders – students, alumni, staff, partners, professions, government, industry, academic peers and community groups.

Social Justice

UniSA gives effect to reconciliation with Indigenous Australians and builds social cohesion by achieving equitable educational access and outcomes across our diverse student community, through research that aims to improve the quality of life and by acting responsibly as a corporate citizen.

Sustainability

UniSA contributes to environmentally, economically, socially and culturally sustainable development, and we work on reducing our own environmental impact.

Innovation

UniSA anticipates change and acts quickly to seize opportunities and solve problems.

Openness

UniSA is outward looking, welcoming diversity and the wide range of perspectives it brings, international in outlook, collaborative, creative, agile and enterprising.

This statement of vision, mission and values was adopted by the University Council in April 2008 after wide consultation within the University.

The University of South Australia will contribute to society, to industry and to its students as a creative enterprise.

Our ambition is to differentiate the University of South Australia as a true University of Enterprise.

From the Strategic Action Plan,
Crossing the Horizon.

Key statistics

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | % change 2012-13 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|
| Number of students | | | | | | | |
| Total | 36,156 | 36,850 | 36,248 | 34,899 | 33,674 | 33,549 | 0% |
| Commencing | 14,076 | 13,975 | 13,242 | 12,390 | 12,405 | 12,620 | 2% |
| Student load (EFTSL) | | | | | | | |
| Total | 24,423 | 25,189 | 25,104 | 24,459 | 23,624 | 23,205 | -2% |
| Undergraduate | 19,569 | 20,458 | 20,577 | 20,417 | 19,626 | 19,168 | -2% |
| Postgraduate | 4,854 | 4,731 | 4,527 | 4,041 | 3,998 | 4,037 | 1% |
| Student load by funding source (EFTSL) | | | | | | | |
| Commonwealth Grant Scheme | 14,796 | 15,051 | 15,750 | 16,022 | 16,212 | 16,729 | 3% |
| Commonwealth Research Training Scheme | 489 | 510 | 490 | 514 | 552 | 576 | 4% |
| Domestic fee paying | 507 | 443 | 420 | 434 | 454 | 423 | -7% |
| International onshore | 3,837 | 4,394 | 4,569 | 4,404 | 4,113 | 3,918 | -5% |
| Transnational | 4,786 | 4,782 | 3,859 | 3,067 | 2,280 | 1,549 | -32% |
| Other | 8 | 9 | 17 | 17 | 13 | 11 | -15% |
| Award completions | | | | | | | |
| Total | 9,070 | 9,576 | 9,239 | 9,134 | 8,605 | 8,594 | 0% |
| Undergraduate | 5,505 | 5,995 | 5,960 | 6,358 | 6,019 | 5,918 | -2% |
| Postgraduate | 3,565 | 3,581 | 3,279 | 2,776 | 2,586 | 2,676 | 3% |
| Staff (FTE) | | | | | | | |
| Total | 2,396 | 2,370 | 2,426 | 2,575 | 2,573 | 2,619 | 2% |
| Academic | 1,043 | 1,030 | 1,032 | 1,102 | 1,094 | 1,110 | 1% |
| Professional | 1,353 | 1,340 | 1,394 | 1,473 | 1,479 | 1,509 | 2% |
| Financials | | | | | | | |
| Consolidated operating result (\$M) | 37.2 | 41.5 | 70.3 | 72.2 | 32.5 | 71.6 | 120% |
| Safety margin | 8.20% | 8.80% | 13.60% | 13.10% | 6.00% | 11.80% | 97% |
| Net assets (\$M) | 637.7 | 680.8 | 785.2 | 856.3 | 889.8 | 981.2 | 10% |
| Total assets (\$M) | 1,188.7 | 1,163.3 | 1,324.3 | 1,504.3 | 1,540.7 | 1,564.1 | 2% |
| Total revenue (\$M) | 452.0 | 473.2 | 518.6 | 551.3 | 545.4 | 604.1 | 11% |

Notes

Enrolment figures before 2005 are not directly comparable with later years due to the change in scope of the Student Data Collection.

Number of students represents an unduplicated count of students enrolling in any study period during the enrolment year and includes cross institutional students. Student load represents the sum of load for all study periods in the enrolment year as recorded at each period's census date.

Load is expressed as Equivalent Full Time Student Load (EFTSL).

Staff figures are full-time equivalent positions of full-time and part-time continuing and fixed term staff as at 31 March.

Chancellor's Report



Looking back over 2013, I can't help but be impressed with the changes we have undergone as a university. The energy levels have risen across the institution and we're forging ahead with new plans and strategies to grow into the future.

In 2012 we celebrated turning 21 and, in our 22nd year UniSA really showed we had come of age. We welcomed a new and energetic Vice Chancellor, Professor David Lloyd, who came from one of the world's oldest institutions of tertiary education, Trinity College Dublin, to one of the youngest. Building on the stellar performances of his predecessors, Professors Peter Hoj and Denise Bradley AC, David immediately ignited the enthusiasm, not just of the staff, but students and stakeholders as well.

He commenced by asking them to take part in re-shaping the University of South Australia and they responded in their thousands. Almost 8,000 people went online for unijam in May of 2013 and offered their ideas and opinions as to what this university should be doing and where it should be going. The unijam was an online brainstorming event and ideas generator that allowed participants to have a conversation on a range of issues in real time from wherever they were located. We used IBM's Collaborative Innovation platform which has helped businesses, not-for-profits and government organisations conduct global conversations. We were the first university in the world to use it; we certainly won't be the last.

The comments helped inform our Strategic Action Plan, **Crossing the Horizon**, and now we have a blueprint for our future leading up to 2018.

The university is shaping its future, positioning itself to be both nationally and internationally competitive through its actions while protecting and maintaining our strengths and embedded values.

To drive these changes we have rebuilt the executive team. In a new role of Provost, UniSA alumnus Professor Allan Evans will lead the University's teaching and learning strategy and oversee its four academic divisions. His role will increase collaborative activity and innovation, and better harmonise our approach to teaching and learning across the University.

We are positioned to take full advantage of Adelaide's exciting infrastructure reinvention. Our City West campus, for a long time the locus of art, architecture and business studies, now has a brand new importance, as the City's West End becomes home for nationally important development projects in the health and biomedical research fields. The new SAMHRI building has already opened, the new Royal Adelaide Hospital will open in mid 2016 and our new Health Innovation Building will then complete the State's Health and Biomedical Precinct on the northern side of North Terrace.

Last year the Federal Government invested \$40 million to build a partnership between UniSA and SA Pathology to accommodate and support the growth of a Centre For Cancer Biology and that exciting new venture could hold the key to a better understanding of blood cancers such as leukaemia. Crucially, through its cancer genomics facility, CCB is also the only Centre in South Australia providing research and support for personalised DNA targeted treatments which are revolutionising cancer treatment and recovery.

From the heady heights of cancer research and the university's ambition to become a University of Enterprise, I am particularly pleased with our UniSA College, which opens the door for many students so that they too can achieve the benefits of education and give real meaning to our mission of student equity.

While we are forging ahead with our plans for the future, we recognise that none of this can happen without the strength and the support of our Council. We are fortunate that we are governed by a group as committed and energetic and who combine prudence with their enthusiasm for this university.

As we look towards our future there are many more changes in store. The Federal Government's budget contained some mixed news for universities and there are plans for further deregulation of the sector. It will be our task to differentiate ourselves by managing the challenges better than others.

No matter what the future brings, our overarching mission and ethos will continue. We will focus on providing an outstanding experience for students, assisted by wonderful new facilities, such as the Jeffrey Smart Building and enhance the quality of their qualifications and their prospects of achieving employment in their chosen professional fields. We will engage in world-class research that delivers practical outcomes to real-world problems and we will maintain a meaningful two-way relationship with our communities.

We are only in our 22nd year yet we are regularly recognised as being in the top 50 of the world's universities under 50. We have reason to be very proud of that.

A handwritten signature in black ink, appearing to read 'Ian Gould'.

Dr Ian Gould AM
Chancellor

Vice Chancellor's Report



When I joined the University of South Australia in January 2013 I was struck by its potential and by the energy and enthusiasm of the staff and students who make this place their own.

I wanted to harness that energy and enthusiasm and help to convert it to tangible and measurable achievement, success and excellence. To do that we needed first to find out what the staff, the students, our alumni and other stakeholders thought was possible.

So we asked them. We heard from almost 8,000 people online in 56 countries over 38 hours; 18,000 posts gave us all the insight we needed to drive this university into the next phase of its life. We put all we learned into our Strategic Action Plan, **Crossing the Horizon** and, for the rest of 2013, concentrated on getting a start on our future.

That future looks good. We have immediate and long-term plans to address our known and projected needs until 2018. We have determined the seven action steps we need to take to become Australia's University of Enterprise and we have already begun to take those steps.

During the lifespan of our Strategic Action Plan we commit to deliver on seven promises:

- ▷ UniSA will design and deliver curriculum that is relevant and of high quality, delivering excellent outcomes for graduates in an educational environment that allows our students to make the most of their student experience.
- ▷ UniSA will engage meaningfully with its peers, industry and the community, undertaking research that is informed, leading edge and relevant. Our focus will be on the quality and relevance of our research outputs, not the inputs.

- ▷ UniSA will deliver a high performing, sustainable workforce, one that is dedicated to the provision of excellence in all its forms.
- ▷ UniSA will deliver infrastructure that positions the university as an inspiring place to work and study, providing spaces that stimulate and foster creativity and innovation in all facets of our operation – spaces that underpin happiness and health, and support new models of learning.
- ▷ UniSA will build on its strong social mission and commitment to the communities it serves, adding value to the economic and social environment of our society.
- ▷ UniSA will have enduring and mutually beneficial relationships with its global alumni and international partner.
- ▷ UniSA's governance and administration will be efficient and effective with a strong commitment to a culture of service excellence.

We have already begun to deliver on those promises.

We launched some great partnerships in 2013. In Adelaide we partnered with SA Pathology to create the Centre for Cancer Biology. The Centre focuses on fundamental research that is relevant to many types of cancer, as well as on blood-related cancers, such as leukaemia and lymphoma, which account for nearly 20 per cent of cancer mortalities in Australia and more than one third of cancers in children.

Combined with our expertise in the quality use of medicines, pharmaceutical science and pharmacokinetics research, our recent appointments of international research leaders in cancer medicinal therapy and innovative drug formulation, the Centre was an unmissable opportunity to contribute to the worldwide battle against cancer.

There are also clear links with our advanced manufacturing capabilities in nanotechnology and coatings and with our technological leadership in the new CRC for Cell Therapy Manufacture.

We believe that any university that wishes to remain at the forefront of the disciplines it teaches and researches must have deep

collaborations with the science, technology, biotech, cultural and economic powerhouses of the world, particularly those in Asia. So we joined forces with Tianjin University to develop the China-Australia Centre for Sustainable Urban Development and, with Shandong University, we created the China Australia Centre for Health Sciences Research.

We signed agreements with Keio University in Japan to enable our Hawke Research Institute to collaborate with Keio on social theory and cultural studies; Hawke is also part of an agreement with Trinity College in Dublin to collaborate on arts and humanities research with Trinity College Dublin's Long Room.

We also launched the Asia Pacific Centre for Arts and Cultural Leadership, a collaboration between UniSA and the Adelaide Festival Centre, to offer high quality executive education programs for arts administrators at various levels of seniority from Asia Pacific countries.

The year 2013 was for me a transitional year, one of settling into my new home, new job and a new country. It was a momentous year but probably the most compelling event for me and my family was the honour I had of a traditional Kaurna Welcome to Country ceremony that was held at the beginning of our March graduations.

I was the first Vice Chancellor in Australia to be offered such an honour and that morning, although still a newly arrived foreigner in this country, that ceremony connected me to this land in a way I still can't quite explain.

So, connected and energised, I look forward to launching more of our plans to focus our activities on end-user needs, on the best education we can provide to our students, on the most innovative and real-world connected research and on the high expectations that society has of our sector.

We will be known as a student-focused university producing problem-solving, globally employable graduates. Australia's University of Enterprise.

Professor David Lloyd
Vice Chancellor and President

Financial overview

Summary Statement of Comprehensive Income

| | CONSOLIDATED | | UNIVERSITY | |
|--|--------------|--------------|--------------|--------------|
| | 2013 \$m | 2012 \$m | 2013 \$m | 2012 \$m |
| Operating Income | 604.1 | 545.4 | 605.2 | 544.9 |
| Employee Related Expenses | 338.0 | 318.3 | 336.5 | 317.1 |
| Non-salary Expenses | 194.5 | 194.6 | 195.7 | 195.5 |
| Operating Expenses (incl. Income Tax) | 532.6 | 512.9 | 532.2 | 512.6 |
| Operating Result after Income Tax | 71.6 | 32.5 | 73.0 | 32.3 |
| Safety Margin ¹ | 11.8% | 6.0% | 12.1% | 5.9% |

Summary Statement of Financial Position

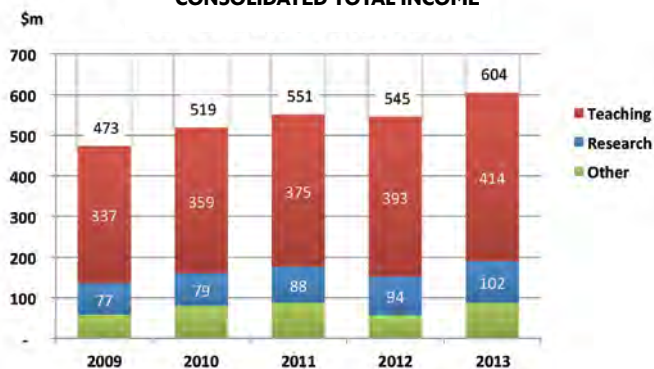
| | | | | |
|--------------------------|----------------|----------------|----------------|----------------|
| Current Assets | 377.0 | 361.0 | 374.6 | 354.6 |
| Non-current Assets | 1,187.1 | 1,179.7 | 1,189.6 | 1,183.9 |
| Total Assets | 1,564.1 | 1,540.7 | 1,564.2 | 1,538.4 |
| Current Liabilities | 156.9 | 165.7 | 157.0 | 164.9 |
| Non-current Liabilities | 426.1 | 485.3 | 426.1 | 485.3 |
| Total Liabilities | 582.9 | 650.9 | 583.1 | 650.1 |
| Net Assets | 981.2 | 889.8 | 981.1 | 888.3 |

Summary Statement of Cash Flows

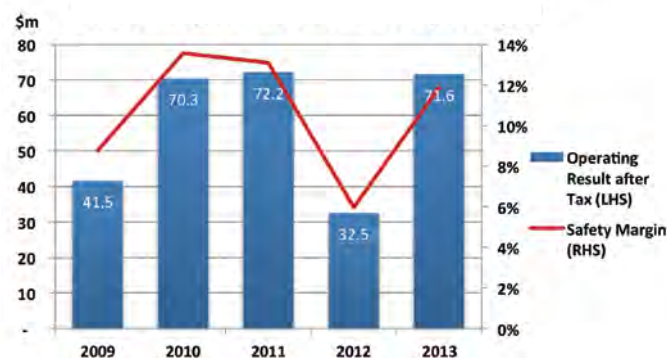
| | | | | |
|--|--------|--------|--------|--------|
| Net Cash Flows from Operating Activities | 90.1 | 80.7 | 92.0 | 80.4 |
| Net Cash Flows from Investing Activities | (74.1) | (48.3) | (72.4) | (48.3) |

¹Safety margin equals operating result after income tax divided by operating income.

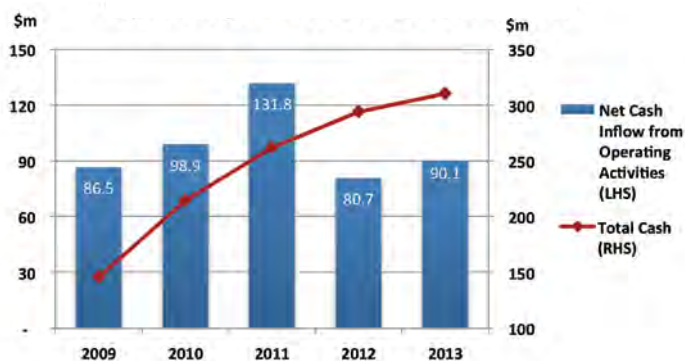
CONSOLIDATED TOTAL INCOME



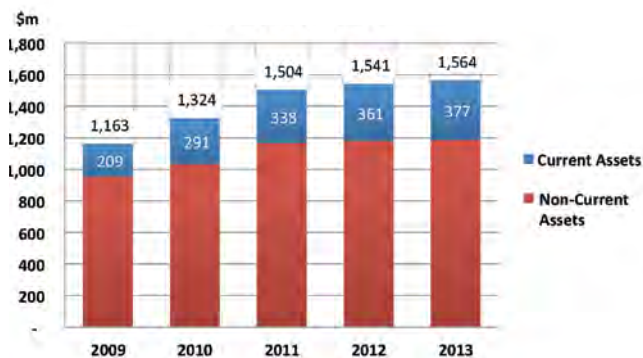
OPERATING RESULT AND SAFETY MARGIN



OPERATING CASH FLOW AND TOTAL CASH



TOTAL ASSETS



Financial summary

In 2013 UniSA delivered another solid financial result, with a consolidated surplus of \$71.6 million, compared with \$32.5 million in 2012, which equates to 11.8 per cent of operating income (6.0 per cent in 2012). The \$39.1 million movement in the operating result was due mainly to \$47.7 million of capital grants compared to \$15.0 million in 2012.

Consolidated operating income was \$604.1 million, with growth in both teaching and research income. Consolidated expenses grew by \$19.7 million (3.8 per cent) with salaries and related expenses growth explaining the increase.

The consolidated financial position remains sound, with cash and cash equivalents totalling \$310.1 million at 31 December 2013 (\$294.0 million in 2012). Consolidated net assets increased by \$91.4 million, largely as a result of an increased cash balance (\$16.1 million), and increases associated with the 2013 Asset Revaluation and capital expenditure on property, plant and equipment (\$63.2 million).

The South Australian Auditor-General continues to qualify the financial report on the grounds that the University treats Commonwealth and State government grants received in advance and contract research with specified conditions as 'income in advance' at 31 December 2013 and recognises it as a liability on the Statement of Financial Position. The University believes that recognising the grant income in the year that the grant obligations are satisfied presents a true and fair view of our financial position at 31 December 2013, and the result of our operations and cash flows for the year. In the Auditor-General's opinion, the grants should be treated as income in the actual year of receipt. Our treatment is conservative and resulted in the deferral during 2013 of \$35.5 million in unspent funds, a \$7.5 million decrease from the \$43.0 million deferred in 2012.

See financial statements, page 57.

Infrastructure

Transformational Infrastructure

During 2013 the University continued to improve the teaching, learning and research environment.

UniSA also developed a plan to deliver transformational infrastructure that positions the University as an inspiring place to work and study, providing spaces that underpin happiness and health, and support new models of learning.

The plan, outlined in *Crossing the Horizon*, includes a number of projects, including:

- ▷ a Health Innovation building accommodating the Centre for Cancer Biology, an Integrated Allied Health Professionals Clinic and a major science public outreach initiative – Sci|C|Ed
- ▷ a physically and thematically integrated Business School
- ▷ a sports and cultural complex – The Great Hall
- ▷ dedicated branded and managed student accommodation in the CBD

Jeffery Smart Building

Construction on the \$85 million Jeffery Smart building (City West Learning Centre) continued, with the building opening in early 2014. The building is designed to enhance students' learning experiences through a technology-rich environment and flexible learning spaces.

Hindley Street Redevelopment

In September 2013 construction commenced on the \$4 million redevelopment of Hindley Street, which is jointly funded by the Federal Government, Adelaide City Council, SA Government and UniSA. The project aims to complement an activated laneways and streets culture, creating a shared zone across Hindley Street that slows vehicle traffic and provides safer pedestrian movements.

Regional Connections

Work on UniSA's Regional Connections project commenced. The schematic design was finalised for the \$12.5 million learning facility at Mount Gambier and agreement was secured with AARNet to deliver the \$7.5 million fibre optic cable connecting both Whyalla and Mount Gambier to the existing Australian Research Education Network.

Sustainability

In 2009 the ATN universities (including UniSA) announced a commitment to reduce Scope 1 and 2 emissions collectively by 10 per cent (of 2007 levels) by 2012-13 and 25 per cent by 2020-21. Given UniSA's already strong achievements in reduction, a specific target of 6 per cent by 2012-13 and 15 per cent by 2020-21 was established for UniSA.

During 2012-13 the University emitted 23,048.45 tonnes CO₂-e (Scope 1 and 2), a decrease of 8 per cent against the 2007 baseline, hence achieving UniSA's 6 per cent interim target.

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Part 1 The Year in Review

Welcome to Country

A highlight of the first graduation ceremony presided over by new Vice Chancellor Professor David Lloyd was the special Kaurna "ceremonial welcome to country" which marked the first time a Vice Chancellor had been welcomed to South Australian lands by the traditional owners.

According to UniSA's Dean Indigenous Scholarship, Engagement and Research, Professor Peter Bucksin, the welcome was a great honour and had special significance because the Vice Chancellor was completely new to Australia.

The ceremony acknowledged both the traditional owners of the land and the University's respect for and commitment to Indigenous protocols and knowledge.

In its Strategic Action Plan the University committed to take meaningful steps to strengthen its position as the University of Choice for Aboriginal and Torres Strait Islander people in South Australia and beyond.



2013 Highlights

A broad vision for the future

A highlight of the 2013 year was an inclusive and engaged planning and consultation process that began with an online conversation and ended with a plan for the future of the University of South Australia.

First there was unijam...

The University was an interactive global hot spot for 38 hours in May when thousands of staff, students and graduates from across the world took part in an online conversation about the future of university education and the University of South Australia itself.

The online brainstorm and ideas generator – unijam – used IBM's Collaborative Innovation technology to canvas the ideas and opinions of students, staff, industry and friends of the University on everything from the importance of online education and what makes a great learning community, to how UniSA can best support industry and business.

Seven forums discussed topics designed to illuminate a future for UniSA and ranged from providing vibrant campuses and online education to working with industry on research and innovation.

Among the thousands of participants were: NASA Administrator Major General Charles Bolden; former Prime Minister Bob Hawke; Australia's Ambassador to China, Frances Adamson; Head of the Australian Research Council, Prof Aidan Byrne; President of Stanford University, Prof John Hennessy; Santos CEO, David Knox; higher education expert Emeritus Professor Denise Bradley; Adelaide Festival CEO Karen Bryant; Productivity Commissioner Wendy Craik; Greens Senator Sarah Hanson-Young; young entrepreneur Holly Ransom; Governor of South Australia, Rear Admiral Kevin Scarce; South Australian Premier Jay Weatherill; Leader of the Opposition Steven Marshall; and many more celebrity guests from industry, media, government, political and philanthropic spheres.

From that came a Strategic Action Plan

The University's five year Strategic Action Plan, launched in August, set out seven distinct actions that were designed to address the University's known and projected needs until 2018.

Guided by the seven forums discussed during unijam, **Crossing the Horizon** described the immediate and longer-term strategic actions that the University will take to deliver the broad vision set out in **Horizon 2020**.

The commitment to seven action steps focuses on the University's activities on end-user needs, on the best education we can provide to our students, on the most innovative and real-world connected research and on the high expectations that society has of our sector.

UniSA is committed to becoming Australia's University of Enterprise. To do this we committed to deliver:

The Ultimate Q&A

Q. We asked 8,000 people in 56 countries over 38 hours to ask what the future would look like for the University of South Australia.

A. What these 8,000 people – staff, students, alumni, friends and interested observers - told us, informed our Strategic Action Plan, **Crossing the Horizon**. By 2018 UniSA will be a University which engages fully with the professions and industry globally, whose research is informed, leading edge and relevant, and whose graduates are the new professionals driving the national and international economy through their skills, capabilities and innovation potential.



- ▷ Enhanced educational offerings and an outstanding student experience;
- ▷ Industry and end-user informed research, supporting an industry-relevant curriculum;
- ▷ Increased staffing in the classroom and increased efficiencies beyond;
- ▷ Transformational infrastructure, enriching the fabric of our institution;
- ▷ Engagement with society beyond the classroom and campus;
- ▷ A globally visible and engaged University with international reach, collaborations, enduring relationships and leverage; and
- ▷ A move towards a powerful internal and external service culture, supporting and enabling greater success.

With these commitments in place, by 2018 UniSA will be a University which engages fully with the professions and industry globally, whose research is informed, leading edge and relevant, and whose graduates are the new professionals driving the national and international economy through their skills, capabilities and innovation potential.

Science and innovation in partnership

Working on a cancer cure

An alliance with SA Pathology will see UniSA support the growth of one Australia's top cancer research centres and expand the University's footprint in Adelaide's burgeoning west end health precinct.

With a Federal Government investment of \$40 million, the Centre for Cancer Biology (CCB) expansion was announced by the then Prime Minister Julia Gillard during a visit to UniSA in June.

The world class facility will house some of Australia's top researchers working towards a deeper understanding of blood cancers like leukaemia.

The CCB is one of the top three cancer research centres in Australia. It drives the development of innovative therapies through fundamental discoveries and patient-focused research.

The CCB's expertise is in fundamental cancer biology, differential diagnosis and translational research. It is a centre of excellence, with several experts in cancer biology, genetics and translation including a number of emerging young leaders.

The alliance will complement UniSA's acknowledged expertise in the quality use of medicines, pharmaceutical science and pharmacokinetics research, and build upon its recent investment in attracting international research leaders in cancer medicinal therapy and innovative drug formulation.

The alliance could see researchers identify new molecular targets which can be the focus of a new drug development program. UniSA's medicinal chemists and pharmaceutical scientists would then screen existing compounds and design new medicines that could zero in on these targets and inhibit the growth or spread of cancer cells.

Engaging with the community

The major science, health and biomedical education and research facility the University announced during the year will play an active role in what the University's Vice Chancellor, Professor David Lloyd, called the Silicon Valley of health sciences.

The state-of-the-art infrastructure on the north side of North Terrace will bring a high level research community under a single roof; it will house our new CCB colleagues, specialised clinics and a centre for healthcare innovation, as well as a major new science outreach initiative, Sci|C|Ed.

Sci|C|Ed will be Australia's newest interactive public science and creativity space. Working with key partners such as CSIRO, RiAus, Questacon and Science Gallery International, Sci|C|Ed will be both a tourist icon and an education hub for the chronically curious, engaging with the community to build a greater understanding of the role of science in our lives.



It will be designed to inspire young people and motivate them to study in the STEM (science, technology, engineering and mathematics) disciplines that are vital to the future economic prosperity of the state.

Sci|C|Ed will provide a space for the general public, researchers, students and industry to come together, interact, learn and be inspired at the interface of science, art and innovation.

It will showcase the University's and the state's research and innovation activities through rolling exhibitions and events that showcase inspiring ideas. We have already organised access to touring exhibitions from Science Gallery Dublin - one of the most globally connected science education and outreach centres in the world.

Healing wounds and building a new economic prosperity

The University of South Australia was appointed lead partner of a new Cooperative Research Centre for Cell Therapy Manufacturing set to underpin significant innovations in the treatment available for diabetes, wound, and transplant patients.

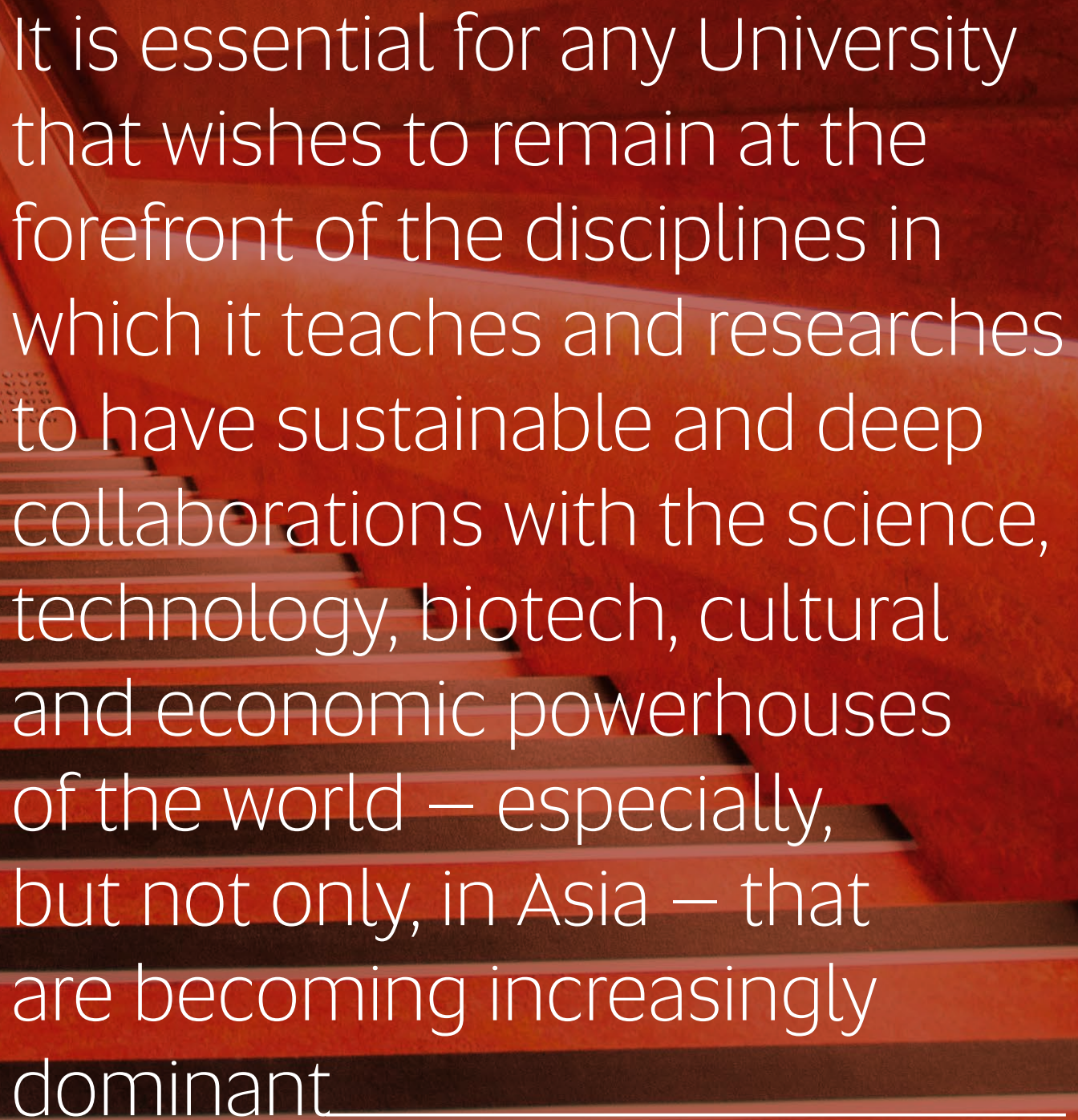
The CRC represents a \$59 million investment in cash and in-kind support from the Federal Government (\$20 million) and 14 CRC industry and organisational partners.

Its goal is twofold: help develop significant innovations in the treatment available for diabetes, wounds and transplant patients and bed down a new world-class advanced manufacturing industry in South Australia.

The CRC for Cell Therapy Manufacturing, which is based at Mawson Lakes, will bring together materials scientists, cell biologists, bioprocess engineers, clinicians and industry.

And the MM building at Mawson Lakes, where all these experts will work, was purpose built for this. Opened in 2012, the design of the building fosters engagement between students and researchers, researchers and industry.

UniSA's advanced manufacturing capabilities in nanotechnology and coatings, and our expertise in the quality use of medicines, pharmaceutical science and pharmacokinetics research, have clear links to the new Centre for Cancer Biology.



It is essential for any University that wishes to remain at the forefront of the disciplines in which it teaches and researches to have sustainable and deep collaborations with the science, technology, biotech, cultural and economic powerhouses of the world – especially, but not only, in Asia – that are becoming increasingly dominant

From the University's Global Engagement Framework 2013-2018

International partnerships and reach

In the University's strategic action plan, **Crossing the Horizon**, a commitment was made to being a globally visible university with global reach and leverage, to build enduring and mutually beneficial relationships with the university's global alumni and international partners.

International powerhouse partnerships in 2013

In 2013 we finalised our Global Engagement Framework which commits the University to building partnerships with the science, technology, biotech, cultural and economic powerhouses of the world - especially in Asia.

UniSA and Shandong University, China

Another of UniSA's strategic joint centres with prestigious Chinese universities was officially opened in Jinan, Shandong Province. The China-Australia Centre for Health Sciences Research, a joint initiative of UniSA and Shandong University, will develop research, teaching and staff and student exchange collaborations between Shandong University and UniSA in pharmacy and drug development, nursing, public and population health and other areas, combining the strengths of the two universities to address shared health challenges in Australia and China.

The collaboration between the two universities plays an important part in the sister state/province relationship between Shandong Province and the South Australian government.

UniSA and Keio University, Japan

In October Hawke Director **Professor Anthony Elliott** and UniSA Deputy Vice Chancellor: International and Advancement **Nigel Relph** signed a Memorandum of Understanding with Keio University, considered the 'Harvard' of Japan, for further collaboration in the social sciences. The Keio MOU will facilitate research collaboration in the field of social theory and cultural studies.

UniSA and Trinity College, Dublin

The University of South Australia and Trinity College Dublin (TCD) signed a memorandum of understanding to deliver closer collaboration on humanities research.

The MOU brings together two key research areas from the institutions - UniSA's Hawke Research Institute and TCD's Long Room Hub Arts and Humanities Research Institute - both leaders in the field of humanities, history and sociology research. An exchange of staff and research students between the institutions and the development of joint research, education and training projects, and joint publications and symposia are part of the collaboration.

UniSA and Tianjin University, China

The University of South Australia became the Australian centre for advanced research into sustainable urban development in a million dollar partnership with Tianjin University which will develop research and expertise that reaches across China, Australia and the Asia-Pacific.

The China-Australia Centre for Sustainable Urban Development was launched at UniSA in February in an event that incorporated a two-day symposium looking at the challenges and opportunities for sustainable cities.

The partnership is building research capacity in a field that is both environmentally and regionally significant. Research has shown that improvements in waste-management, transport infrastructure, and building design and planning, offer by far the biggest potential for cost-effective greenhouse gas reductions. With the world's largest population, these are core issues for China; and for Australia, as one of the highest greenhouse gas emitters per capita, sustainability is vital.

The partnership with Tianjin University delivers research that can be applied to these issues in the region and provide a cohort of internationally experienced specialists with the capacity and knowledge to work with industry and the community to support more sustainable urban development.

Emerging research themes for the Centre include responses to rapid population growth, ageing populations and unsustainable resource consumption. Researchers at the Centre will be contributing to evidence-based policy and program recommendations in building and adapting age-friendly cities, urban farming and productive urban landscapes, prefabricated timber high-rise, behaviour change to reduce consumption and waste; and developing a zero-waste mindset.



President Li Jiajun of Tianjin University (left) and UniSA Vice Chancellor David Lloyd officiate at the start of a new partnership between the two universities, the China-Australia Centre for Sustainable Urban Development.

A local powerhouse partnership

New leadership centre supports Asian boom in arts and culture

South Australia will become an international epicentre for cultural and arts management education with the foundation of the Asia Pacific Centre for Arts and Cultural Leadership.

In September the Adelaide Festival Centre Trust and the University of South Australia signed a Memorandum of Understanding to establish the Centre.

With a track record for delivering high quality performing arts and cultural events, the Adelaide Festival Centre has developed an international reputation for excellence for its programs dedicated to Australian and Asian cultural engagement – in particular the OzAsia Festival and the Moon Lantern Parade.

New Director International

In September **Dirk Mulder** was appointed the new Director: UniSA International. He came to the University from Curtin University where he was Director Relationships and Strategic Recruitment. He was Director: International at Murdoch University, having had extensive experience in leading marketing and international education initiatives across the University sector.

Connecting with our alumni network

Crossing the Horizon and our Global Engagement Framework have committed the University to expanding its alumni network and making renewed connection with its more than 180,000 alumni worldwide. Reunions were held in Hong Kong, Kuala Lumpur and London and extended also to Melbourne and Sydney. The University looks forward to continuing to recognise the success of its graduates and involving them further in the life and development of the University.



2013 Malaysia Alumni Reunion Dinner

More than 90 alumni and guests attended the annual reunion of the University of South Australia Alumni Association Malaysia in June at the exclusive Petroleum Club in Kuala Lumpur.

Highlights of 2013

\$1 million Sydney Ball gift

In October the University was gifted a major collection of **Sydney Ball** paintings from the artist, an alumnus of our antecedent institution, the South Australian School of Art. The substantial group of works, which spans the artist's extensive career, is an important contribution to the Collection and the University's cultural capital.

Sydney Ball, one of Australia's most successful and established artists, is regarded as one of the true trailblazers of abstract painting in Australia. During a prestigious career spanning more than 50 years, Ball has created a vast body of work largely concerned with colour, form, and compositional structure, remaining true to abstraction throughout his career.

This prestigious gift to the University, made through the Cultural Gifts Program, encompasses over 30 important works. The donation comprises key bodies of work from throughout Ball's career including works from the 'modular series' of the late 1960s, the important 'stain series' of the 1970s right through to the 'structures' series of recent times.

The gift, worth more than one million dollars, is by far the most valuable gift of Australian art ever made to the University.

Donors back UniSA students

135 University of South Australia students received more than \$480,000 from philanthropists to support their studies. The awards ranged from the Rural Reconnect Grants valued at \$1,000 to help students undertake rural placements, to SA Water's Undergraduate Indigenous Scholarship valued at \$20,000.



Image from the Samstag Museum of Art, University of South Australia, Sydney Ball: The Colour Paintings 1963-2007 exhibition in 2009. Photograph by Mick Bradley.

New Director Advancement

Also in September **Deborah Heithersay** was named as the University's inaugural Director: Advancement. In the completely new role she will see oversee fundraising and alumni relations focusing on building the connections between the University's more than 180,000 alumni and sourcing private funding support for the University's growth agenda. She was appointed to the University from the role of Chief Executive of the Flinders Medical Centre Foundation where she led a campaign that secured major support for the \$30 million Flinders Centre for Innovation in Cancer.

In her time with Flinders Medical Centre Foundation, she led a number of multimillion dollar campaigns to support the upgrade of facilities, delivering a five-fold increase in annual income for the Foundation.

Part 2 **Educating Professionals**

UniSA is committed to designing and delivering curriculum that is relevant and of high quality, delivering excellent outcomes for graduates in an educational environment that allows our students to make the most of their student experience.

At UniSA innovation and entrepreneurship are instilled in our students through industry-informed

teaching and learning. We encourage creativity and a spirit of enterprise and our graduates are the new professionals, driving the national and international economy through their skills, capabilities and innovation potential.

Here's how our four academic areas rose to the challenges of 2013.

UniSA Business School

Encompassing

- The School of Commerce
- The School of Law
- The School of Management
- The School of Marketing
- The International Graduate School of Business (IGSB).

The University of South Australia Business School is one of the premier business schools in Australia, one of only eight Australian business schools to be accredited by EQUIS (European Quality Improvement System) the EFMD (European Foundation for Management Development) quality Improvement System.

It is a member of the Association of Asia Pacific Business Schools and the USA-based Association to Advance Collegiate Schools of Business, both of which are dedicated to improving the quality of international business and management education.

It is also a research school with a world class rating for leading research in broad fields of Commerce, Management, Tourism and Services and in specific fields of Applied Economics, Business and Management (ERA 2012). The schools have major research groupings in marketing, the regulation of markets and the economy, human resource management, accounting and governance, tourism and leisure management, Asian business and many highly skilled researchers in other areas.



"The Drinking Pitch" winners Alexandra Babyska and Claire Raggatt

Highlights of 2013

New head for Business School

With a track record of delivering in both industry and university leadership **Professor Marie Wilson** was appointed as the new Pro Vice Chancellor of the University of South Australia's Business School. Professor Wilson has over 20 years of university leadership experience, including senior roles at Griffith University and the University of Auckland.

Accolades for UniSA's MBA

The **Graduate Management Association of Australia** has again rated UniSA's Business School MBA as 5-Star, making it one of only two Australian institutions to maintain the 5-Star rating for six consecutive years. The rating was published in the 2014 *Good Universities Guide*.

The **Australian Financial Review's BOSS magazine**, which invites alumni from the past three years to rate their experience with their MBA school, rated our MBA program in fourth place overall nationally.

It was ranked in the first four for student satisfaction, value for money and research. The UniSA Business School's MBA is one of only six in Australia to have been included every time in the 'Top Ten' MBA rankings in Australia since the inception of the 'BOSS' rankings in 2007. That makes our MBA the highest ranked MBA in South Australia.

Marketing to reduce harmful drinking

UniSA Marketing and Communications students **Alexandra Babyska** and **Claire Raggatt** were overall winners of "The Drinking Pitch" competition, sponsored by Pernod Ricard. For the competition, students developed a digital media plan to reduce harmful drinking among university students. The top pitches from SA, NSW and New Zealand were assessed by a panel of marketing experts, which included **Professor Larry Lockshin**, Head of School: Marketing. Alexandra and Claire's winning #DRUNKEYES campaign will be rolled out on campuses in 2014.

Is the price right?

The School of Marketing's Associate Professor in Marketing **John Dawes** uncovered secrets behind pricing tactics and strategies in a Knowledge Works public lecture that canvassed some of the common ways in which prices are set and presented to consumers.

What is the 'it' factor in viral marketing?

When you have four billion connected consumers willing to share branded content on social media how can your product go viral? In her book, *Viral Marketing: the Science of Sharing*, **Dr Karen Nelson-Field** from the University's Ehrenberg-Bass Institute for Marketing Science argued that while content was still important, distribution was still the key to success.

The result of two years research led by Dr Nelson-Field and carried out by a team of researchers at the Institute, the book outlined what approaches will improve marketers' chances of getting the message right. It also challenged beliefs about the viral nature of sharing through social media.

The book challenged the received wisdom that tells marketers to throw everything they know about buyer behaviour out the window the moment a new platform emerges. Their belief that content is 'king' and that good content will automatically be shared freely has been debunked in favour of the belief that distribution is still the single largest predictor of success.

Legal Advice Clinic delivers

In July the School of Law's Legal Advice Clinic reported that it has provided more than \$700,000 worth of pro bono legal assistance to the South Australian community since it began two years ago.

In that time, students based in the Legal Advice Clinic assisted more than 700 South Australians to resolve legal issues in matters including consumer credit, criminal, general civil, family, employment, tenancy and debt-related issues.

The Legal Advice Clinic provides a unique practical teaching and learning environment for UniSA law students, while providing free legal advice to members of the South Australian community. The clinic is staffed by final-year law students who provide advice under supervision of a dedicated managing solicitor.



CEO for a day

Alana Higgins, first year Commerce student, was the 2013 recipient of the University of South Australia Business School's 'Win a Day as a CEO' prize. Alana met with **Elaine Bensted**, CEO, Zoos SA and UniSA Business School alumnus and enjoyed a behind-the-scenes tour of the Adelaide Zoo. In her one-on-one interview, Alana gained valuable insight to Elaine's career and advice on how to follow in her footsteps.





Magill campus to stay

Out of conversations held during unijam came the announcement that the Magill campus will remain an integral part of the University of South Australia.

UniSA will consolidate its educational offerings on Magill Campus, bringing together teacher training with early childhood education, and primary and secondary schools. The precinct will accommodate existing schools (R – Y12) onto the campus, and co-locate those disciplines that support teacher education and student learning to provide a holistic approach to child development and learning.

The precinct will create a *learning laboratory*, where pre-service student teachers, pupils, academic staff and also in-service teachers/leaders will be jointly involved in the creation of highly skilled graduates, professionals and pupils.

It will be a focal point for educational innovation and enterprise.

Division of Education, Arts and Social Sciences

Encompassing

- ▷ School of Art, Architecture and Design
- ▷ School of Communication, International Studies and Languages
- ▷ David Unaipon College of Indigenous Education and Research
- ▷ School of Education
- ▷ School of Psychology, Social Work and Social Policy

The Division's students learn in contemporary industry settings. Its radio, sound and television studios, language lab, cognitive neuroscience laboratory, social work studios, psychology clinic, art gallery, architecture learning spaces and architecture museum all contribute to a rich, relevant and interesting learning experience.

The five schools and many research centres, along with the renowned Hawke Research Institute, have an exemplary record in winning national competitive research grants. The Division is currently ranked as a provider of world-standard and above world-standard research* in:

- ▷ Cultural Studies and Linguistics
- ▷ Education Systems, Curriculum and Pedagogy
- ▷ Journalism and Professional Writing
- ▷ Psychology
- ▷ Social Work
- ▷ Sociology
- ▷ Urban and Regional Planning
- ▷ Visual Arts and Crafts

*The Australian Research Council's 2012 Excellence in Research for Australia (ERA)

Highlights of 2013

Outstanding teachers recognised

The Division of EAS was awarded two prestigious 'Citations for Outstanding Contributions to Student Learning' in 2013.

Recipients from the Division included:

Dr Janet Bryan, Dr Michelle Tuckey, Dr Rob Ranzijn, Dr Renae Hayward, Dr Elissa Pearson, Mrs. Cathy Balfour and **Professor Kurt Lushington**

from the School of Psychology, Social Work and Social Policy and **Associate Professor Tangi Steen** from the David Unaipon College of Indigenous Education and Research, in collaboration with **Dale Wache** from the University's Learning and Teaching Unit.

David Morris, from the School of Art, Architecture and Design, was one of nine people across Australia acknowledged with an Award for Programs that Enhance Learning at the Office of Learning and Teaching (OLT) 2013 Australian Awards for University Teaching. Also **Associate Professor Denise Wood** from the School of Communication, International Studies and Languages, leading a team of colleagues from across the University and partner institutions, was awarded a 2013 Innovation and Development Grant for Promotion of Excellence in Learning and Teaching in Higher Education by the OLT.

Scholarship focus on numbers of Aboriginal children in care

Social work student **Jean Bacon** was awarded an inaugural scholarship of \$10,000 to research why disproportionately high levels of

Aboriginal children are in State care across Australia. Despite accounting for less than five per cent of the total population of Australian children, more than a third of those in Australian State care (34 per cent) are identified as Aboriginal or Torres Strait Islander children. Jean, who combines her social work studies alongside working with children in care, will use the Ian Cox Memorial Social Work Honours Scholarship to travel and interview Aboriginal workers, to learn why this disproportion exists.

Bored and distracted students hard to teach

UniSA researchers from the School of Education took the results of a major research project into student behaviour in schools to the nation during the year.

Dr Anna Sullivan and **Professor Bruce Johnson** took a road trip supported by the Principals Australia Institute with seminars in Adelaide and Darwin, Perth, Brisbane Sydney, Canberra, Launceston and Melbourne.

They shared results from one of the largest surveys of school teachers undertaken in South Australia which revealed that it is high levels of student disengagement that are the real problem in schools.

The UniSA-led Behaviour at School Study (BASS) surveyed almost 1400 South Australian teachers to assess how they viewed student behaviour and what actions they were taking to modify poor behaviours in the classroom.

The results show that the key challenge for teachers in classrooms today is to find ways to encourage active and engaged learning.



David Morris with students from the School of Art, Architecture and Design

Division of Health Sciences

Encompassing

- ▷ School of Health Sciences
- ▷ School of Nursing and Midwifery
- ▷ School of Pharmacy and Medical Sciences
- ▷ School of Population Health

The Division of Health Sciences offers a wide range of accredited allied health and medical science programs, with the Division's programs to qualify pharmacists, podiatrists, medical radiation professionals and exercise scientists unique in South Australia.

The Division offers the only laboratory medicine degree in the state to be fully accredited by the Australian Institute of Medical Scientists and is home to South Australia's largest school of nursing and midwifery. The Division also educates specialists in physiotherapy, occupational therapy, dietetics, pharmaceutical science, and nutrition and food sciences.

Significant investment in teaching facilities saw students learning within modern, purpose-built laboratories and clinics, with its on-campus physiotherapy, podiatry and exercise physiology clinics servicing the community whilst providing valuable experience for students.

The Division is also home to the Sansom Institute for Health Research, the University's premier health and biomedical research concentration. The Institute brings together a dynamic group of internationally recognised scientists, from across the various health disciplines.



Highlights of 2013

New head for Health Sciences

One of Australia's leading researchers in brain injury was appointed Pro Vice Chancellor for the University of South Australia's Division of Health Sciences. **Professor Robert Vink** was Head of School of Medical Sciences and Chair of Neurosurgical Research at the University of Adelaide. Professor Vink completed his PhD on nuclear magnetic resonance studies of energy transduction at Griffith University in 1986. He was awarded a Doctor of Science – which recognises the highest standard of research – by the University of Adelaide. His thesis uncovered the critical roles of magnesium and the neuropeptide substance P in central nervous system injury.

e-learning helps clinical handover

A new learning course pioneered by two University of South Australia lecturers, **Tina Holmes** and **Dr Jane Warland** from the School of Nursing and Midwifery, aims at raising the standard of handover of patient care in hospital and care facilities across the country. Developed in cooperation with St Andrew's Hospital, the course is designed to be used by health professionals at any stage of their career.

The launch of the course coincides with the declaration of clinical handover as one of the new National Safety and Quality Health Service Standards. It also follows research by the World Health Organisation, identifying poor implementation of clinical handover as one of the top five patient safety problems.

Breaking a sweat

Breaking a sweat while working out regularly may reduce your risk of stroke, according to University of South Australia researcher **Dr Michelle McDonnell**. Dr McDonnell's study was published in the American Heart Association journal Stroke in July. It revealed inactive people are 20 percent more likely to experience a stroke or mini-stroke than those who exercised at moderate to vigorous intensity (enough to break a sweat) at least four times a week.

Riding for pain

Hundreds of cyclists took to the road in April to raise awareness about the issue of chronic pain, as part of the second annual Ride For Pain event. The brainchild of **Lorimer Moseley**, Professor of Clinical Neurosciences at the University of South Australia, the event has cyclists leave the city to embark on a 100km loop route, including an optional gruelling climb up Corkscrew road in the Adelaide Hills.

3D helps understanding of anatomy

Future sonographers were among the first in the country to develop their skills using state-of-the-art, ultrasound simulator technology. UniSA's Health Sciences division was awarded a grant by Health Workforce Australia to buy four new ultrasound simulators, including the first Obstetrics Vimedix simulator in Australia. The obstetrics simulator enables users to undertake fetal ultrasound imaging, gestational age assessment and evaluation of the maternal adnexa using a trainer model featuring realistic fetal and maternal anatomy. The 3-D augmented reality images from the simulated scans will help students in their understanding of anatomy and their interpretation of anatomical structural relationships with ultrasound imaging.

Children running out of steam

Research conducted by **Dr Grant Tomkinson** found that many of today's children cannot run as fast as their parents could at the same age. His work, presented at the American Heart Association's annual meeting and picked up by global media, reported that across nations cardiovascular endurance – measured by how far children can run in a set time – has dwindled consistently by about 5 per cent every decade. Dr Tomkinson explained that in racing four laps around an Olympic track, children of the 1970s would be a lap ahead of children today at the finish. He said about 30-60 per cent of the decline in endurance running performance could be explained by increases in fat mass. The problem is largely one of western countries but increasingly is seen in Asia, particularly in Korea, mainland China and Hong Kong. Because they are unfit now, these children are more likely to develop conditions such as heart disease later in life.



Joint Bachelor of Medical Science

In December the first three graduates of the University's Bachelor of Medical Science degree were accepted to study Medicine at three different universities. Students **Viera Stanekova**, **Cristina Galvan** and **Aniket Mehendale** took advantage of the joint medical science degree the University has with ANU in Canberra, which facilitates pathways to a variety of medical and health professions.

Each year, the ANU sets aside up to five places in its graduate entry medicine program for graduates of the joint Bachelor of Medical Science program. Financial support is available to approved students for travel and accommodation to enable them to undertake cross-institutional studies at either university as part of these programs.

Courtney Moore – student undertaking the joint UniSA/ANU Medical Science program



Building careers in aviation

The University of South Australia is the State's only University to offer aviation at the tertiary level, and one of only two universities nationwide with a flying academy. The UniSA Aviation Academy has modern facilities and equipment, including a fleet of 10 new aircraft such as C172SPs.

The Academy emphasises hands-on, practical knowledge, with students undertaking real-world assignments including shark patrols, scenic flight tours and visits to various aviation and meteorological facilities.

The Division of Information Technology, Engineering and the Environment

Encompassing

- ▶ The School of Engineering
- ▶ The School of Information Technology and Mathematical Sciences
- ▶ The School of Natural and Built Environments

The Division of Information Technology, Engineering and the Environment is UniSA's flourishing technology hub and a vibrant nexus for economic, social and environmental development.

Spanning future-focused disciplines including IT, environmental science, engineering, urban planning and more, the Division offers educational and research programs within Australia and internationally to educate and develop professionals in a range of discipline areas including: information and communications technologies; engineering systems and management; manufacturing; and energy technologies; chemical and physical science, new manufacturing technologies, engineering and management of natural and built environment; and mathematical modelling and statistics.

The Mawson Lakes campus has state-of-the-art laboratories and international standard research centres and institutes, including a \$73M new materials and minerals research and teaching hub.

Highlights of 2013

New head for ITEE

Leading materials and manufacturing science researcher, **Professor Rob Short**, was appointed as Pro Vice Chancellor for Information Technology, Engineering and the Environment. Professor Short was the inaugural director of the University's Mawson Institute and developed its operations from a paper concept and basic business plan to a thriving research institute, with more than 100 researchers from around the world actively engaged in three national Cooperative Research Centres. The institute is also the lead organisation in the new CRC in Cell Therapy Manufacturing.

Bridge over troubled waters

An innovation designed to purify water through the rapid removal of oily pollutants could have major environmental benefits in agriculture and manufacturing industries. The application, developed at the School of Engineering in collaboration with the Mawson Institute, involves the deployment of surface engineered silica particles which act as oil magnets in water, adsorbing oil, yet repelling water. This technology can enable the removal of motor oil, crude oil, petrol or kerosene in just a few minutes.

Building environmental stewards

Creating Biophilic Cities through Citizen Science aims to connect communities to their natural environments. The five-year long program within a new research unit at UniSA's Barbara Hardy Institute conducts research, education and community engagement projects aimed at cultivating public awareness of environmental assets and issues while promoting environmental stewardship.

The program expands on the successes of previous Citizen Science projects such as the 2012 Great Koala Count and Operation Magpie. New large-scale citizen science projects and community events will be developed following extensive community and stakeholder consultation.

Engineering in the top 100

The Division of Information Technology, Engineering and the Environment is a world-leader in engineering teaching and research, boasting standards of academic excellence in engineering and technology that have been ranked amongst the top 100 universities in the world, the top six in Australia and the only university in South Australia in the 2013-14 Times Higher Education World University Rankings.

A glimmer of hope to those in the dark

UniSA scientists delivered a wearable computer and augmented reality kit to aid Australia's ground-breaking bionic eye research project. Developed by Wearable Computer Lab head **Professor Bruce Thomas**, co-director **Dr Ross Smith** and PhD candidate **Thuong Hoang**, the 'backpack' wearable computer will be used for vision simulation studies being undertaken by the Vision Processing team at National Information Communications Technology Australia (NICTA) and Bionic Vision Australia.

New degree comes to grips with big data

Responding to the need for experts in big data, UniSA launched a suite of three programs designed to equip modern professionals such as business analysts and strategists, and informatics specialists. With e-commerce transactions expected to reach more than \$320 billion by 2016 and more than 2.7 billion comments and 'likes' posted on Facebook every day representing the tastes, views and ideas of millions, in many ways, data is the 21st century's new currency. The Graduate Certificate, Graduate Diploma and Masters in Data Science are being sponsored by the world's leader in business analytics software and services, SAS, and the programs will be SAS-accredited.

Award for research that explores the true aftermath of retrenchment

UniSA lecturer in Regional and Urban Planning **Dr Johannes Pieters** was awarded the prestigious Peter Harrison Memorial Prize at the State of Australian Cities Conference. It recognised his research into the suburban context of men's adjustment post retrenchment - the impacts and opportunities that arise and how new jobs, the journey to work and the meaning of home play a role in adjusting to new circumstances. Selected as the Open Category Prize, Dr Pieters' paper, based on his PhD research, explores the process of adjustment to retrenchment and considers that while large scale factory closures are commonly cast in the media as a community and personal disaster, the reality reveals a range of outcomes that are not always negative.

**We produce problem solving,
globally employable graduates**

- ▷ UniSA obtained a four out of five star rating for students' development of generic skills in the *Good Universities Guide* (2014 GUG released 2013);
- ▷ It's SA's leading uni for graduate careers ; In the *MyUniversity* results released in August 2013, UniSA is ranked number one in the state for graduate employment;
- ▷ UniSA received a four star rating for overall satisfaction in the *Good Universities Guide*;
- ▷ Among the 28 Australian institutions who participated in the 2013 International Student Barometer, UniSA ranked among the top ten institutions for average overall satisfaction.
- ▷ UniSA has 18 (48 percent) of its *MyUniversity* subject areas in the top 10 nationally for the Quality of the Entire Educational Experience.



UniSA College

UniSA College provides a range of educational opportunities to inspire and assist further study and educational attainment through its academic and UniSA Connect programs.

The academic programs taught by UniSA College include three diplomas and a Foundation Studies program which are used as pathways into a university degree. The College also has a suite of UniSA Connect workshops to inspire further study. These programs are designed to engage with secondary school students and teachers and the community. Many of the programs are taught at the College's purpose-built Maths and Science Centre at the University's Mawson Lakes campus.

UniSA College also offers support to students and teachers undertaking research as part of SACE and to the Australian Indigenous Mentoring Experience (AIME).

Highlights of 2013

Huge increase in enrolments

Supporting the nation's participation agenda, almost 1000 students enrolled in the College for 2013, a 31 per cent increase over the prior year, which means the enrolment figures have more than doubled since the College began in 2011.

Enrolments in the UniSA College-run Open Universities Australia (OUA) course 'Tertiary Learning Strategies' increased by more than four times that of the previous year, attracting over 2000 students to the course during 2013.

High rate of completions

Over 95 per cent of Foundation Studies 2013 completers were made an offer to continue studying at university level (in a diploma or degree at a South Australian university) and 89 per cent of 2013 Foundation Studies completers were made an offer to study a diploma or degree at UniSA.

Outreach continues to grow

UniSA Connect interactions with schools, teachers and students continued to grow, with more than five times the number of interactions in 2013 versus 2011. They interacted with over 200 high schools, over 300 teachers and over 3000 school students in 2013.

UniSA Connect conducted workshops for secondary school students to connect them with science, technology, engineering, mathematics and career information. The Year 12 Science Booster was a two-day program designed to enhance the learning of Year 12 Physics and Chemistry students; and Years 10 and 11 students had a workshop introducing them to the world of 3D printers, said by some to be the future of manufacturing.

Investing in Indigenous kids

The Federal Government invested \$2.4 million in a three-year program to lift Indigenous participation in education. A share of the funding will underpin the expansion of the Australian Indigenous Mentoring Experience (AIME) program in South Australia in partnership with UniSA, the only South Australian university to host the program.

The extra investment will support the expansion of AIME's activities in South Australia and Western Australia, giving an extra 450 Indigenous students access to the program over the next three years.

In October 100 high school students from Adelaide's northern region became the first cohort of Aboriginal and Torres Strait Islander students to complete the program in South Australia.

\$9.2 million grant for greater university access

A \$9.2 million government grant was given to all three South Australian universities to develop the project *Journey to Higher Education*. The project aims to develop greater university access, build aspiration and support retention of disadvantaged students throughout the entire student life cycle, from early primary right through to senior secondary.



UniSA Dean: Indigenous Scholarship, Engagement and Research, **Peter Buckskin** with AIME CEO **Jack Manning-Bancroft**



Vice Chancellor **Professor David Lloyd** with **Sir Richard Branson** on stage at the AIME event

Billionaire entrepreneur **Sir Richard Branson** brought star power to UniSA to celebrate its partnership with the Australian Indigenous Mentor Experience (AIME).

Hundreds of Indigenous and non-Indigenous high school and university students got the chance to hear Branson talk about leadership and entrepreneurship.

Teaching and Learning

Pivotal to giving students an outstanding experience at university is to make sure their inspiration and success is underpinned by our support. UniSA's teaching and learning support services engage with students and staff in a range of ways, including workshops and seminars, one-on-one meetings, and through the provision of web-based services.

Services for students include language and learning advice to support the academic side of university study, counselling services, and careers and employment advisers who can help plan for life

after graduation. Students with disabilities or medical conditions, international students and students pursuing higher degrees by research can also access specialised services.

The University also provides support for academic staff and researchers who wish to develop their teaching practice. Through its academic development program, the University offers broad support for technology enhanced learning, and help for staff who wish to pursue grants and awards in the area of Teaching and Learning.

Highlights of 2013

5-star rating for student experience

UniSA was awarded 5-star ratings in the *Good Universities Guide* for the

- ▷ Number of students from abroad
- ▷ Socioeconomic equity
- ▷ Proportion of school leaver entrants.

The Educational Experience received a score of 4 out of 5 in Generic Skills and Overall Satisfaction.

learnonline, a suite of integrated tools that support teaching and learning at UniSA, was upgraded to Moodle 2.6 during 2013, with UniSA becoming the first university in Australia to do this. A learning analytics dashboard was also developed.

An outstanding student experience

The Learning and Teaching Unit's student experience team was developed and focused on extra-curricular activities.

In 2013 \$1.1 million was allocated to the ExperiencePlus/Student Experience program, which supported a range of student experience initiatives.

In its second year 19 students completed the **Experience Leadership** program and 100 per cent of respondents reported the program exceeded their expectations. They were asked to develop a proposal for an activity that will enhance student engagement at UniSA. Winning projects included getting students' input on the University's Reconciliation Action Plan, and plans for student engagement with sporting clubs, career services, counselling and wellbeing.

Student Activity Grants provide student clubs, groups or individuals with assistance in the delivery of initiatives that will enhance campus vibrancy, student leadership, employability and student engagement with UniSA. In 2013 the Grants programs provided around \$135,000 to fund 85 student engagement projects across all campuses of UniSA. These ranged from multicultural debates and management executive lunch programs to small social events and contributions towards students' professional development activities.

Perfect Pitch Workshops, a series of free workshops for UniSA students, were trialled with over 100 students attending three workshops. The workshops aim to develop students' employability skills, giving them access to advice from experts on grant writing, volunteering and public speaking.

UniSA's Students' Association

Life at university is about more than just study. The University supports USASA, the University of South Australia Students' Association, which helps students integrate into the student community.

USASA is a democratic organisation run by students for students. It helps students experience the best of their university, giving them a voice to develop their leadership skills, advice about academic issues and the sporting and social clubs that help students network and enjoy themselves.

Extra curricula activities

UniSA Sport was formed and took over management of all UniSA Sporting Clubs and sport related activities. UniSA Sport managed representation in numerous intervarsity events including:

- ▷ SA Challenge (61 team members)
- ▷ Australian University Rowing Championships (11 team members)
- ▷ Australian University Games (84 team members) - finishing 12th out of 40 universities nationally.

The West Bar Student Gallery was established as a space for creative and artistic endeavour. Three exhibitions – with 40 artists showing 67 artworks – were held during Study Period 5 2013.

Curriculum Innovation Process

In 2013 **Professor Allan Evans**, Provost & Chief Academic Officer, commenced an annual process of curriculum review. The Curriculum Innovation Process identified issues and helped to devise strategies to enhance the University's curriculum profile and the student experience, including assessing student engagement and satisfaction, teaching quality, graduate outcomes, support for academic teaching staff and our teaching facilities and equipment.

A 'Deadly Career' inspires Indigenous teachers

UniSA brought together Aboriginal and Torres Strait Islander teachers, education students and education workers from across the country in the second More Aboriginal and Torres Strait Islander Teacher Initiative (MATSI) 'A Deadly Career!' Forum. The two-day event in October focused on attracting Aboriginal and Torres Strait Islander people into the profession, as well as teacher retention and development, and technological advances in education.

In the MyUniversity results released in August UniSA was ranked **Number 1 in the state** for:

- ▷ Australian awards for university teaching;
- ▷ Graduate employment;
- ▷ Proportion of staff with doctorates;
- ▷ Number of students; and
- ▷ Number of low SES students.

According to the 2013 International Student Barometer UniSA was ranked in the top 5 out of 28 institutions in Australia for:

- ▷ Managing research
- ▷ Living costs
- ▷ Careers advice
- ▷ Campus Central
- ▷ Disability services
- ▷ Graduate Research Centre
- ▷ IT Helpdesk
- ▷ Accommodation Services
- ▷ UniSA Careers Services
- ▷ Prayer rooms/chaplaincy services.

Part 3 **Creating and Applying Knowledge**

At the University of South Australia, we don't just create knowledge, we apply it so that our research can be translated into that which will help shape tomorrow.

We are a research leader, fostering an intellectually rigorous research environment, and delivering fundamental advances in knowledge. We fund research

activities that encourage individual researchers and support research in identified areas of strength to address national needs.

We rank in the top one-third of Australian universities for research income and in the top ten Australian universities for the percentage of academics who hold doctoral qualifications.

Enterprising and connected research

The University of South Australia is Australia's University of Enterprise. Our focus is on end-user inspired research and industry-informed teaching and learning. The intellectual capital we create, the professionals we educate and the research we conduct is integral to the economic and social wellbeing of the nation and the world.

As Australia positions itself in an ever changing global economy, our obligation is to be relevant and dynamic, and focused on providing the best education and the most innovative and real-world connected research.

Our success as a globally-focused, locally-engaged institution is demonstrated through our current ranking among the top three per cent of more than 10,000 universities worldwide. Excellence in Research Australia rated 86 per cent of our assessed research as above world-class standard, and 69 per cent of UniSA academic staff held doctoral qualifications, compared to 65 per cent nationally.

Our research capabilities

The University of South Australia fosters an intellectually rigorous research environment, with the multidisciplinary capacity and agility to address research questions across a range of priority areas, including materials and minerals science, sustainability, advanced manufacturing and social science research.

The University is actively engaged in over 500 international research collaborations across 45 countries and has been a key partner in major national and state-based research initiatives including the Australian Mineral Science Research Institute and Water Quality Research Australia. These collaborations and partnerships, and the outcomes they deliver, demonstrate our ability to connect our research talent across diverse disciplines to deliver transformative outcomes.

Highlights of 2013

In technology

Global tech giants invest in talking cars technology

Adelaide 'car-to-car' communications technology company Cohda Wireless attracted a substantial, investment deal from global networking equipment firm Cisco Systems and NXP B.V. a top 10 global semiconductor company. Cohda Wireless' technology, which is currently being tested in major trials around the world in Germany, France, the United States and Australia, effectively allows cars to 'talk' to each other and reduce or eliminate crashes through car-to-car data transmission that provides drivers with an audio or visual alert in the threat of an accident.

Next gen electronics

The Thin Film Coatings Group has entered into a strategic alliance with Swedish research and development company Arubedo AB to bring new electronic products to market. Thin film coatings are at the core of many high-tech products and devices, from solar cells to smart phones. Arubedo AB will make novel polymer building blocks in Stockholm and ship the compounds to UniSA. The team will then use a large-scale manufacturing technique to create nano-films of the different polymers which are then tested for their optical and electrical performance and constructed into the next generation of consumer electronic devices, such as a cheap smart phone or solar cell that can be folded or rolled up to pocket size.

In communications

Samsung Award success

UniSA became the only Australian University to be awarded a Samsung Global Research Outreach Program grant. A \$122,000 grant was awarded to **Dr Chris Sandor's** Magic Vision Lab research team to develop augmented reality technology on mobile phones, with qualities more advanced than those used for special effects in films.

New system to lower satellite data costs

In April trials began on a new communications system that could radically lower the cost of using satellites to send and receive sensor information collected in vast unpopulated areas.

The innovative signal processing system also enables a satellite to 'hear' thousands of different signals at once with no loss of quality.

Professor Alex Grant, Director of UniSA's Institute for Telecommunications Research (ITR) led the project called the Global Sensor Network.

In healthy societies

Family ties in epilepsy

UniSA researchers tracked a hereditary gene responsible for a common form of epilepsy known as focal or partial epilepsy which was previously believed to be caused by structural abnormalities such as a brain injury or a tumour. The research team from the Epilepsy Research Program and colleagues from the Sansom Institute for Health Research, working with experts from the Netherlands, Belgium, Germany, Israel, Canada, Melbourne, Adelaide and New South Wales, detected the mutations in the recently discovered gene DEPDC5 on Chromosome 22, one of the smallest human chromosomes and the first to be fully sequenced. Their findings were published in the prestigious journal *Nature Genetics* in March.

ARC and industry back UniSA research

More than \$8 million in funding from the Australian Research Council (ARC) and industry partners will support 12 new research projects help improve agriculture and the environment, water quality, teacher retention, mining productivity, road safety, diversity and safety in the workplace, and better transitions to retirement for older Australians. The overall government support of \$2.8 million is matched with funding and in-kind support from a wide range of industry and business partners.

New theory makes vision transparent

Research by **Dr Tony Vladusich**, a Research Fellow in the Computational and Theoretical Neuroscience Laboratory at the Institute for Telecommunications Research (ITR), offered a key advance in our understanding of how the brain perceives the physical world.

NHMRC funds boost UniSA health research

Almost \$6.5 million was awarded to UniSA researchers by the National Health and Medical Research Council to support a range of projects focusing on research into cancer, epilepsy, lymphedema, membrane proteins, blood cells, the role of neural crest cells in congenital malformations such as cleft palate, understanding and treating chronic pain, skin cancer, the origins of heart disease, medicine safety, and Indigenous Australians experience of cancer and cancer treatment.

Elizabeth Blackburn Fellowship

To honour the international scientific contribution of Australian-born Nobel Laureate **Dr Elizabeth Blackburn** UniSA established a \$10,000 Fellowship for early career women researchers.

Dr Blackburn is Australia's only female Nobel Laureate and her research revolutionised understanding of the key factors that attribute to ageing and human mortality.

Materials scientist boosts research

Renowned Swedish researcher in polymer chemistry, **Professor Mats Andersson**, was appointed to the Ian Wark Research Institute under a South Australian Research Fellowship backed by the State Government and designed to develop expertise and leadership in this important field. Professor Andersson will contribute to South Australia's capacity to develop world-class innovation in sustainable energy systems and minerals technologies.

A thesis in three minutes

PhD student **Demi Gao** summed up her research into improving the performance of cochlear implants in three succinct minutes to become the University's Three Minute Thesis (3MT) competition winner. Demi, who is doing her PhD at the Institute for Telecommunications Research, is using mathematical techniques to predict the best possible performance of cochlear implants from a theoretical perspective.

Paul Joyce from the Ian Wark Research Institute was the People's Choice winner with his research into developing smarter medicines. Other finalists were **Zachary Anesbury** and **Julian Major** from the School of Marketing, **Gabrielle Fitzgerald** from the School of Art Architecture and Design, **Alex Cavallaro** from the School of Engineering, **Krishnaveni Venkidusamy** from the Centre for Environmental Risk Assessment and Remediation, **Erin McGillick** from the Sansom Institute and **Natasha Wilson** from the School of Pharmacy and Medical Sciences.

ARC Funding winners

The University won support for a range of nine new research projects and infrastructure across health, business, artificial intelligence, environment, nanotechnology, soil science and psychology from the Australian Research Council in November.

Healthy societies

- ▷ **Health focused nanotechnology research:** The examination of whether mass commercialisation of silver-based nanotechnology is undermining its biomedical antibacterial potential secured a \$754,320 grant for UniSA Research Fellow **Dr Erica Donner**.
- ▷ **Genetics:** The study of lymphatic vessel development secured \$872,240 in Future Fellowship funding for **Associate Professor Natasha Harvey**.
- ▷ **Gender equality in the workplace:** Negotiating in the workplace, particularly for women, won a \$320,000 Discovery grant for **Professor Carol Kulik** whose project, which also involves the University of Melbourne, will help employees to decide when and where to negotiate, and enable managers to design workplaces that sustain gender equality.
- ▷ **Productivity:** Researching the significance of psychosocial safety climate, health and happiness on productivity won a \$348,000 grant for **Professors Maureen Dollard** and **Tony Winefield**. The project has links with the University of Mainz in Germany as well as the University of Adelaide.



Demi Gao - UniSA 3 Minute Thesis (3MT) winner

Sustainability

- ▷ **Future water management:** The impact of water scarcity and market intervention on the Murray Darling Basin won a \$172,000 Discovery project grant for **Dr Sarah Wheeler**, **Dr Adam Loch** and **Adjunct Professor Henning Bjornlund** to provide policy guidance for future water management. The project has links with universities in Canada and the United Kingdom.
- ▷ **Soil science:** A project titled "Carbon conundrum: functional characterisation of organic-matter clay mineral interactions in relation to carbon sequestration" secured \$383,000 in Discovery funding for **Professor Nanthi Bolan** who will work with the University of Delaware in the United States and the National Institute for Agricultural Research on the project.
- ▷ **New correlative microscopy:** Research capability for bioengineering, clean energy, mineral processing and environmental sciences will be provided by super high resolution correlative microscopy equipment funded by a \$700,000 grant received by **Professors Magnus Nyden**, **Nico Voelcker**, **Enzo Lombi**, **Bill Skinner** and **Thomas Nann**.
- ▷ **Microdiffraction capabilities:** These will allow minerals analyses, corrosion analyses and research into minerals, polymers and thin films and were made possible by a \$375,000 grant won by **Professor Andrea Gerson**, along with **Dr Drew Evans**, **Associate Professor Peter Murphy**, **Professor Roger Smart** and **Associate Professor Dusan Losic**.

Technology

- ▷ **Causal relationships in large data:** Developing fast and scalable data mining methods for identifying causal relationships in large data won \$270,000 in Discovery funding for **Professor Jiuyong Li**, along with **Dr Lin Liu**, **Dr Zeng Hua Lu** and **Professor Gregory Goodall**.



Tall Poppies

Four UniSA researchers received South Australian Tall Poppy Awards in July:

- ▷ **Dr Carol Maher's** research focuses on the impact everyday activities such as sleep, physical activity and watching television have on our health and wellbeing.
- ▷ **Dr Dominic Thewlis** is working to develop a new treatment for osteoarthritis. Using biomechanics, he looks at how the joints of the body move to better understand the progression of the disease.
- ▷ **Dr Roger Yazbek** is developing a fast, non-invasive breath test for the early detection of oesophageal cancer, which currently has very low survival rates due to late detection.
- ▷ **Dr Drew Evans** (pictured) designs thin film coatings for common surfaces. He has created a plastic coating for a car mirror which is currently being adopted by car manufacturers around the globe. He was later named Tall Poppy of the Year.

Cooperative Research Centres

The **Cooperative Research Centre scheme** unites industry, government and universities in tackling the most pressing challenges of our time. An Australian government initiative, CRCs support research collaborations to produce solutions to challenges that are innovative, of high impact and are capable of being effectively deployed by end users.

Since their inception in 1991 the Australian government has spent \$3.7 billion on CRCs which have, in turn, returned an average of \$278 million per year in net economic benefit. They provide a bridge between industry and universities, pulling people together and developing innovation with purpose and research that flows into products and services.

Importantly for UniSA CRCs also help us deliver fully-rounded, PhD students who are adept at the research, who understand commercialisation and intellectual property management and are very capable and experienced project managers.

In 2013 UniSA launched the **CRC for Cell Therapy Manufacturing**, which was made possible by \$59 million in cash and in-kind resources, including \$20 million from the Federal Government. Its goal is twofold: to help develop significant innovations in the treatment available for diabetes, wounds and transplant patients, and to bed down a new world-class advanced manufacturing industry in South Australia.

The CRC for Cell Therapy Manufacturing brings together materials scientists, cell biologists, bioprocess engineers, clinicians and industry. They are based at Mawson Lakes in the MM building which was purpose built to foster engagement between students, researchers and industry.

UniSA's advanced manufacturing capabilities in nanotechnology and coatings and our expertise in the quality use of medicines, pharmaceutical science and pharmacokinetics research have clear links to the new Centre for Cancer Biology which will be part of the University's significant health and biomedical footprint in the North Terrace hospital precinct across the road from our City West campus.

UniSA's CRC involvement

We are the lead research institution for:

- ▷ the CRC for Contamination Assessment and Remediation of the Environment
- ▷ the new \$59 million Cell Therapy Manufacturing CRC.

A key partner in the CRCs for:

- ▷ Advanced Automotive Technology
- ▷ Bushfire
- ▷ Infrastructure and Engineering Asset Management
- ▷ Low Carbon Living
- ▷ Rail Innovation
- ▷ Remote Economic Participation
- ▷ Wound Management
- ▷ Young People, Technology and Wellbeing.

And a supporting partner in the CRCs for:

- ▷ Seafood
- ▷ Capital Markets
- ▷ High Integrity Pork.

Of the 40 CRCs that operate in Australia, UniSA is:

- ▷ ranked Number 1 nationally for CRC income received from the Commonwealth;
- ▷ involved as a major participant in 13 (which involves around 70 projects); and
- ▷ ranked 4th in Australia for total CRC income from all sources.

The CRC for Contamination Assessment and Remediation of the Environment (CRC CARE) was awarded a Federal Government 2013 Star Award for a project to turn 1.4 million tonnes of Chinese pig manure into alternative energy and fertiliser.

The project, run in conjunction with Chinese firm HLM Asia PL and Huazhong University of Science and Technology, developed a two-step anaerobic biodigester for treating pig waste in bulk, and established the settings for load and digestion time. It has also determined that a special combination of anaerobic treatments is effective for this type of high-nutrient waste, and that it can produce clean biogas energy.

ITEK Ventures Pty Ltd

The University's technology commercialisation office

ITEK Ventures' mission is to create business opportunities through research and innovation that generate commercial returns and have a positive impact on society and the reputation of the University of South Australia.

The ITEK team consists of highly qualified and multidisciplinary professionals with experience and expertise in business development, research, IP management, licensing, finance and law.

The company structure enables it to act quickly and decisively to capitalise on opportunities with the aim of maximising the benefit for UniSA and other parties involved. Key services include:

- ▷ Commercial assessment and development of Intellectual Property
- ▷ IP advice and protection
- ▷ Planning and strategy development
- ▷ Funding support and industry engagement
- ▷ Technology licensing and company formation
- ▷ Investment advice and capital raising.

In 2013 ITEK evaluated 56 technology invention disclosures for commercial potential and achieved nine licence deals. ITEK formed two new spin-out companies commercialising University IP and raised investment capital of \$2.785m for investee and spin-out companies. ITEK also provided \$575,000 in funding to support University R&D projects, assisted in raising over \$5.7 million of Contract R&D and Grants for the University, and delivered 10 commercialisation and IP presentations/workshops for University staff.

ITEK had a number of commercialisation successes during the year, including:

- ▷ ITEK and joint venture partner Jumbo Vision International Pty Ltd successfully completed the development of a Spatial Augmented Reality demonstration facility in Technology Park Adelaide. This facility allows the manipulation of objects projected onto the floor of a large warehouse area, and is targeted at providing interactive design services for office layouts, in particular control rooms used in the mining and emergency services industries. The facility is now fully operational, servicing clients in Australia and New Zealand.

As the University of Enterprise, UniSA is proud of its strong engagement with industry and end users. This is extremely evident with the University's participation in Cooperative Research Centres (CRCs). Of the 40 CRCs currently supported, UniSA is a participant in 14, three of which have headquarters at UniSA. ITEK supports the wider engagement strategy for UniSA with industry and CRCs. In particular:

- ▷ ITEK spin-out company **NextCell Pty Ltd** is a joint venture with Cell Therapies Pty Ltd, based in Melbourne. NextCell is an Essential Participant in the CRC for Cell Therapy Manufacturing, which brings together global research partners with the aim to develop novel approaches to

the manufacture of cell therapy products that are affordable, accessible and safe. NextCell provides GMP compliant manufacturing and advisory services relating to processing of human cells and tissue for the treatment of diseases.

- ▷ ITEK spin-out company **Exylika Pty Ltd** is an Essential Participant in the CRC for Cell Therapy Manufacturing and the Utilisation Agent for the Wound Management CRC for UniSA projects. Exylika is a materials development company with platform technologies for tailored surfaces that provide 'smart materials' for regenerative medicine applications.
- ▷ **Dr Stephen Rodda**, Chief Executive Officer of ITEK and the Director of Research and Innovation Services at UniSA, has been appointed to the Board of CRC CARE, an independent organisation that performs research, develops technologies and provides policy guidance for assessing, cleaning up and preventing contamination of soil, water and air. CRC CARE has secured cash and in-kind commitments of approximately \$330 million to support research and technology development in this important area of environmental management and sustainability.

More information about ITEK and the latest news can be found at itek.com.au.

Jumbo Vision International Pty Ltd's virtual reality-based workspace design system, CADwalk™, at the Centre for Advanced Virtual Environments in Technology Park Adelaide.



Part 4 **Engaging our Communities**

The University of South Australia prides itself on being an integral part of, as well as a committed contributor to, the communities and society that it serves. That commitment is reflected in its vast worldwide alumni network and in the major artistic endeavours, sporting events and public attractions the University embraces and supports.

In addition to services such as community legal support and mobile medical clinics, UniSA is a major contributor to Adelaide's cultural life. It is a sponsor of the renowned Festival of Arts and through that, the OzAsia Festival. It hosts a series of public lectures through the Hawke

Centre, and exhibits innovative art through its Samstag, Kerry Packer and South Australian School of Arts galleries, and has an outstanding collection of architectural history in its unique Architecture Museum.

In sport UniSA is a significant sponsor of South Australia's largest public event, the Santos Tour Down Under road cycling race. It is also the lead sponsor for one of South Australia's most popular school activities, the Australian HPV (Human Powered Vehicle) Super Series, known as the Pedal Prix. It sponsors the Schools Head of the River Regatta, and fields teams in a range of student-centred sporting activities.

UniSA: Celebrating endeavour

UniSA has a strong social mission and a commitment to the communities it serves. We celebrate excellence in all its forms, whether that's cycling through picturesque Adelaide during the Tour Down Under, or peddling furiously around a track in the Australian HPV (Human Powered Vehicle) Super Series.



Tour Down Under



Pedal Prix



Pince Alfred College winners of the 1st VIII



A centre of culture

Samstag highlights of 2013

The University of South Australia's Samstag Museum of Art is widely recognised as one of Australia's leading contemporary art museums and is the State's second-largest public gallery devoted to the visual arts. The Museum has been named in honour of two distinguished American benefactors to Australian culture, Anne and Gordon Samstag. Gordon Samstag was a former senior lecturer at the South Australian School of Art, one of UniSA's antecedent institutions. His remarkable bequest provides scholarships for Australian artists to study overseas.

The Samstag Museum presents a changing exhibitions program of contemporary visual art, and art of the past that has relevance for us today. The program is intended to be of broad interest and educational value to a wide public community. The Museum additionally manages and develops the University of South Australia Art Collection and administers the prestigious Samstag Scholarships on behalf of the American-based Trustee of the estate of Gordon Samstag.

Major exhibitions brought visitors from all over Australia. They included:

unDisclosed: 2nd National Indigenous Art Triennial

This second National Indigenous Art Triennial featured contemporary Aboriginal and Torres Strait Islander artists, whose daring exploration of new fields of practice and artistic vision, inform and redefine contemporary Indigenous art as we presently know it. unDisclosed explored the spoken and the unspoken, the known and the unknown, what can be revealed and what cannot. Through a variety of media, artists shared their individual and collective response through the layers of hidden and subtle meanings, placed alongside those which are obvious.

Laurie Anderson, The Language of the Future: Selected Works 1971 – 2013

The opening evening of the Adelaide Festival featured revered artist Laurie Anderson in performance at the Samstag Museum. A pioneer of the 1970s downtown New York art scene, Laurie Anderson is a master storyteller and this exhibition featured her work as a visual artist, writer and musician. The collection, featuring installation works that bookend her career, included the iconic Duets on Ice, which she performed live.

Simon Terrill: Crowd Theory Adelaide

In May the Samstag unveiled a photographic portrait of Victoria Square, Tarntanyangga, by artist Simon Terrill. The spectacularly immersive images, the latest in Terrill's Crowd Theory series, were a result of his Crowd Theory Adelaide photographic event, which took place in February 2013 at Victoria Square/Tarntanyangga when, at dusk, 350 people converged upon the specially opened work-site at Victoria Square/Tarntanyangga in response to Terrill's invitation to interact with each other and their environment to capture a moment in time.

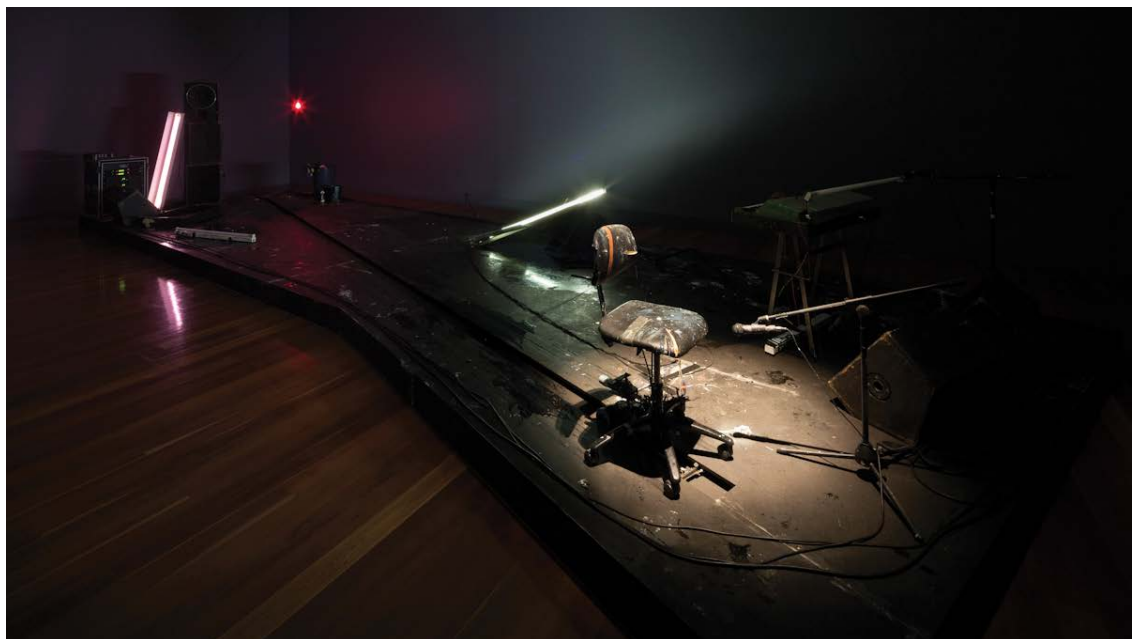
Revealed²: CollectorSpace

The second exhibition in the Revealed series, Revealed²: CollectorSpace sought to show something of the forces that motivate the contemporary art collector. Through their passion and imaginative appreciation for the contemporary visual arts, collectors also provide crucial support to some of our most exciting and intriguing artists: it is a distinguished and historic patronage.

Near right: The set-up for Laurie Anderson's *The Language of the Future* Selected Works.

Far right: unDisclosed 2nd National Indigenous Art Triennial.

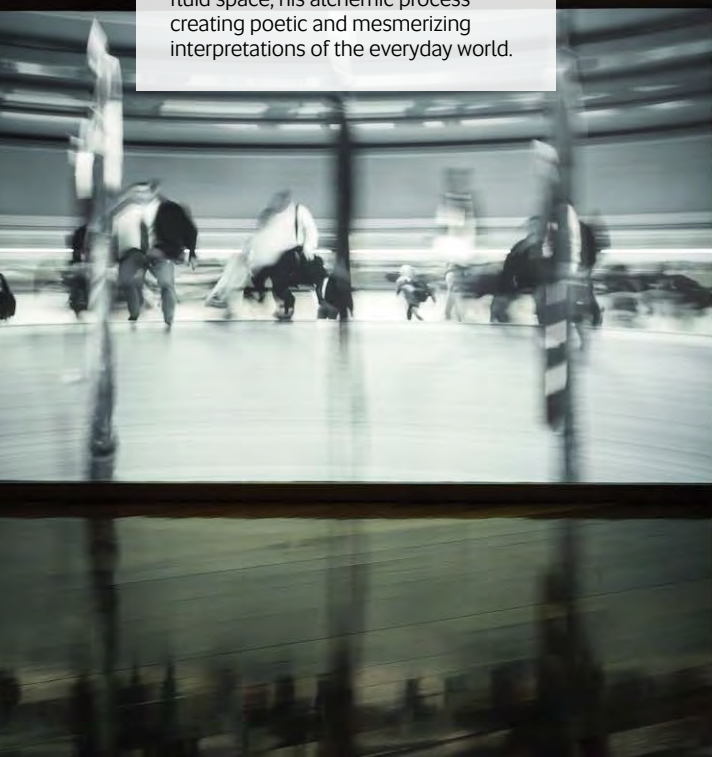
Photographs courtesy of the Samstag Museum, taken by Sam Noonan



Daniel Crooks

The exhibition focused on the complex and beautiful digital moving-image work that Crooks has created through his ongoing Time Slice project, which began in 1999.

Employing a complex range of techniques to investigate new ways of representing time and space, in Crook's skilful hands the screen becomes a malleable, fluid space, his alchemic process creating poetic and mesmerizing interpretations of the everyday world.



Valuing our diversity

Hawke highlights of 2013

UniSA's Bob Hawke Prime Ministerial Centre, known as the Hawke Centre, is a community-focused centre devoted to generating ideas and solutions to achieve cohesive, sustainable societies. The public lectures and seminars, alliances and research projects presented at the Hawke attracted national and international speakers and offer informed viewpoints on key concerns of the 21st century.



Dr Elizabeth Blackburn

Nobel Laureate looked into the bio-future

In July the Annual Hawke Lecture was conducted in conversation format for the first time when world-leading scientist and microbiologist **Dr Elizabeth Blackburn** discussed what the 'bio-future' holds for human health with the ABC Science Show's Robyn Williams.

Dr Blackburn is Australia's only female Nobel Laureate and was named one of the 100 most influential people in the world (Time, 2007) for research which revolutionised understanding of the key factors that contribute to ageing and human mortality.

Her research opened the door to new understanding about telomeres – the end of chromosomes – and discovery of telomerase – the replenishing enzyme that influences the human lifespan, challenging conventional thinking about the ageing process.

Dr Blackburn, who spent her childhood in Tasmania and studied in Melbourne, is currently the Morris Herzstein Endowed Chair in Biology and Physiology in the Department of Biochemistry and Biophysics at the University of California, San Francisco.

As the battle zone empties

In November, as Australian troops prepared to withdraw from Afghanistan, researchers from around the country, hosted by the University of South Australia's International Centre for Muslim and non-Muslim Understanding (MnM) and the Defence Science and Technology Organisation (DSTO), evaluated Australia's involvement in Afghanistan and the subsequent impact of its military withdrawal.

Finding a better way to do democracy

The Hawke Centre investigated a better way forward for democracy when it hosted its final event for the year in November. Political authority Professor Geoff Gallup, Chairman of the Research Committee of The newDemocracy Foundation, posited the theory that we don't need better politicians but a better political system. The event, as well as being the Hawke Centre's final event for 2013, was the final event for Hawke Centre Director **Elizabeth Ho** who retired after 15 years as head of the Hawke Centre.

Narelle Jubelin: Vision in Motion

The great themes of art and architecture were brought together in Vision in Motion, a major project by expatriate Australian artist Narelle Jubelin. Vision in Motion animated an Australian history of modernism, presenting a survey of Jubelin's intricately sewn petit points of the past three decades, alongside newly commissioned works inspired by architecture and the built environment.

Exhibition showcased UniSA's commitment to Indigenous Education

The Kerry Packer Civic Gallery showcased 40 years of achievement in Aboriginal and Torres Strait Islander education in an exhibition entitled The Task Force Story. The exhibition told the story in words and candid photographs from the foundation of the task force in the reforming era of Premier Don Dunstan, right through to today.

A major commitment made in our Strategic Action Plan, **Crossing the Horizon**, was to become the Aboriginal and Torres Strait Islander University of Choice.

We determined to strengthen our position as the University of Choice for Aboriginal and Torres Strait Islander people in South Australia and beyond. We will develop the pipeline from high school through to postgraduate engagement, identifying and supporting the best and brightest young Aboriginal and Torres Strait Islander people.

UniSA is an active participant in the annual Moon Lantern Festival, a highlight of the OzAsia Festival, one of Adelaide's most popular events. The Festival celebrates Adelaide's creative links with Asia and celebrates food, film, dance, theatre, visual arts and music. The Moon Lantern Festival is held at sunset as hundreds of participants parade their lanterns through the crowds gathered at the river's edge.



Regional Engagement

UniSA is the University of South Australia for all of South Australia with two regional campuses in Whyalla and Mount Gambier offering targeted undergraduate and postgraduate degrees designed with rural and regional communities in mind.

Dedicated academic and professional staff service the educational needs of these communities in the same way as the University services students studying at its Adelaide campuses.

As well as providing quality teaching, learning and scholarship, the University undertakes research projects with business, industry and community partners that reflect rural and regional priorities and interests.

Highlights of 2013

In late 2012 the University received a \$22 million funding grant to expand its footprint in Mount Gambier and to improve information technology infrastructure to improve the delivery of higher education to the regions. A new learning centre, under construction in Mount Gambier, and a high speed optic fibre link to the Australian Research and Education Network plus new facilities for Engineering, are being made possible with the government grant plus a contribution from Arrium (OneSteel), the Mount Gambier City Council and the Grant District Council.

Educating educators

UniSA launched the Bachelor of Education (Primary) in 2013 and added the BEd (Early Childhood) in 2014. Both programs will be taught through an innovative blend of face-to-face delivery and online content.

Engaging with regional communities

Staff at Whyalla and Mount Gambier continued their successful outreach programs including the UniReady program, which introduces students and their families to the possibilities of tertiary education, and the award winning Football United program, which engages University students and community members to coach and coordinate free football (soccer) programs in disadvantaged communities.

Further funding for NDCO

The multi-million dollar National Disability Coordination Officer (NDCO) program, which aims to remove the barriers students with disabilities face in gaining access to tertiary education across the country has been funded for a further three years. The highly successful scheme is at work throughout regional South Australia helping people with disability transition from school into employment and further education.

Simulated real life

At Whyalla the federally-funded University Department of Rural Health unveiled hundreds of thousands of dollars of new simulation equipment in its Whyalla Nursing laboratory to help its nursing students experience 'real life' situations and add greatly to their practical experience.

UniSA's Whyalla campus



Great Australians honoured by UniSA

At the March graduation ceremonies, as more than 5000 graduates received their parchments from UniSA, two extraordinary South Australians with longstanding connections to the University were awarded Honorary Doctorates. At the August graduation ceremonies, as we graduated more than 1800 students, three leaders were acknowledged for their contribution to business and government across the State and the nation.



Dr Robyn Layton AO QC - Honorary Doctorate recipient and Adjunct Professor at UniSA's School of Law

Former lecturer at UniSA and renowned artist credited with bringing abstract impressionism to Australia, **Sydney Ball** was awarded a doctorate. Adelaide born, Ball headed for New York in the 1960s and rubbed shoulders with vanguard artists such as Kooning, Hofmann and Rothko. He returned to Australia and settled in Sydney where he joined the National Art School as a lecturer while continuing to paint.

Named South Australian of the Year in 2012 Adjunct **Professor Robyn Layton AO QC** is a former Supreme Court Judge and served as a Judge in the South Australian Industrial Court and Commission and as a Deputy President of the Commonwealth Administrative Appeals Tribunal. She is an Adjunct Professor at the University of South Australia's School of Law.

Most notably at a local level, she has served as chair of the Advisory Council for the University of South Australia's Australian Centre for Child Protection, as co-chair of Reconciliation SA and as patron of the Migrant Resource Centre in South Australia.

Former Minister of Foreign Affairs, **Alexander Downer AC**, and engineer and manufacturing leader **Michael Heard** were awarded Honorary Doctorates, while Public Service leader and former UniSA Council member **William (Bill) Cossey AM** and **Terry Weston** were named Fellows of the University.

Alexander Downer's 23-year career in Federal Government continued a family tradition of public service through politics following his father and grandfather into the political arena. The member for Mayo was Australia's longest serving Foreign Minister before taking on the role of United Nation's Special Advisor on Cyprus upon his retirement. The University received his private papers as the host institution of the Alexander Downer Collection, an archive not only of his experiences in office but also of the life and political times of his father Sir Alick and grandfather Sir John Downer - an important national and state resource for scholars of 20th century Australian politics and public life.

Engineer and manufacturing industry specialist Michael Heard was acknowledged for his outstanding contribution over

30 years to manufacturing and industry in South Australia. Starting out in the research, development, design, manufacture and export of technology products for the automotive components sector, as Managing Director of Codan Limited he oversaw the development of a highly innovative electronic products and systems range for international markets, delivering record growth and profits for the company.

William Cossey AM, a senior executive across many departments of the South Australian public service, was honoured for his long standing contribution to UniSA as a 10 year member of the University Council and an outstanding advocate for higher education. He has worked as CEO for the State Courts Administration Authority, the Adelaide Festival Centre Trust, State Services Department, the Office of Business and Regional Development, the Office of the Government management Board, the Department of Education, Training and Employment and the Attorney General's Department and deputy CEO for the Department of Industry and Trade.

Terry Weston was named a Fellow of the University for his work in a number of fields within Australia's defence industry, including at the Royal Military College, Duntroon, and the Australian Embassy in Washington DC. He has held the position of Department of Defence Assistant Secretary in the areas of Resources and Planning, State Planning and Environment, and Engineering and Environment.

In these roles, Mr Weston has been responsible for managing Defence's environmental agenda and helping to fundamentally reform the Department's approach to environmental issues associated with its activities.

As a founding member of the University of South Australia's Centre for Environmental Risk Assessment and Remediation and the UniSA-based Cooperative Research Centre for Contamination Assessment and Remediation of the Environment, Mr Weston has been a driving force in the establishment and development of both enterprises, their productive partnership with the defence industry and their ongoing contributions and success.

Staff honours

Australia Day honours

Two former UniSA staff members – water engineer **John Argue** and arts educator **Jack Cross** – were appointed officers in the General Division of the Order of Australia (AO) in the 2013 Australia Day Honours. Adjunct Professor John Argue, a pioneer of sustainable ideas in water management in urban environments in Australia, was awarded his AO for 'distinguished service to engineering through contributions to the development of stormwater management and technology as a researcher and academic'. Adjunct Associate Professor Jack Cross was Dean of Studies at the University's Underdale campus and since his 'retirement' he has continued to teach at the University of the Third Age and Workers Educational Association, winning lifetime achievement awards from both entities.

Honours also went to UniSA graduates, Bachelor of Technology in Electronic Engineering, **Nick Begakis AO**, acknowledged for service to business and export development in South Australia; and Bachelor of Business in HR Development, **Major General Gerard Fogarty AO**, for distinguished service as Deputy Commander Joint Task Force 633 in Iraq.



Prof Alex Grant - Director of UniSA's Institute Telecommunications Research (ITR) and recipient of the Pearcey Entrepreneur Award for South Australia

South Australian innovator

Professor Alex Grant, Director of UniSA's Institute for Telecommunications Research (ITR), received the Pearcey Entrepreneur Award for South Australia. The Award recognised the important relationship between research excellence and the application of research ideas in a real world framework.

UniSA science communication hero

University of South Australia researcher **Dr Peter Pudney** was named 2013's Unsung Hero of South Australian Science Communication. Dr Pudney, a Senior Research Fellow in applied mathematics, won the award from National Science Week (SA) and Australian Science Communicators (SA) for exemplifying science communication. He is best-known for his work with solar and renewable energy vehicles – most recently with the renewable energy vehicle nicknamed Trev (two-seater renewable energy vehicle). Dr Pudney is currently working with Team Trev on the African Solar Taxi project, developing a small electric vehicle to carry pregnant women to hospital in rural Zimbabwe.

Academy role for engineering science leader at UniSA

UniSA Pro Vice Chancellor for the Division of Information Technology, Engineering and the Environment and leading materials scientist, Professor **Rob Short** was elected as a Fellow of the Australian Academy of Technological Sciences and Engineering. The prestigious appointment will see Professor Short contribute to the national research conversation on smart technologies and innovations. Appointed as Pro Vice Chancellor at UniSA in early 2013, he has a stellar track record in basic research and research innovation and leadership. In February he won a bid to lead the Australian Cell Therapy Manufacturing CRC, a \$59 million project to deliver affordable and accessible cell therapies and position Australia at the leading edge of cell therapy manufacture.

Part 5 **Governance**
and
Management

Members of Council

The University Council consists of a maximum of 16 members, of whom 10 are from outside the University, and six internal. External members (including the Chancellor), are appointed or co-opted on the basis of their expertise and commitment to the University's objectives.

University members include the Vice Chancellor, two student representatives, one professional staff member, one academic staff member, and the Chair of Academic Board. Council appoints one of its external members as Chair of each of its standing committees, apart from Academic Board. The Chair of Academic Board is elected by the academic staff.

The University of South Australia Act stipulates that the University will have a Chancellor and Deputy Chancellor, and may appoint up to two Pro Chancellors. The Chancellor is the presiding member of the Council.

Dr Ian Gould AM Chancellor

BSc(Hons), PhD, FAusIMM, FTSE, Comp IE Aust

Term of appointment: until 1 January 2016

Dr Ian Gould commenced as Chancellor of the University of South Australia on 1 July 2008 and is the current national Convenor of the University Chancellors Council. A geologist by profession, he has almost 50 years experience in the minerals industry in diverse and senior positions, including Managing Director- Australia of Rio Tinto, and Managing Director of Normandy Mining Ltd.

Educated at Sydney Technical High School and the University of Sydney, Dr Gould holds a PhD in geology and is a Fellow of the Academy of Technological Sciences and Engineering and an Institute Medallist and Fellow of the Australasian Institute of Mining and Metallurgy, of which he is also a Fellow.

He has served on a range of industry and organisation boards (often as Chair), including the Australian Institute of Marine Science, the CSIRO Minerals Sector Advisory Council, the South Australian Economic Development and Resources Industry Development Boards, the National Parks and Wildlife Committee, the Royal Flying Doctor Service and St Andrew's Hospital.

Professor David Lloyd Vice Chancellor and President

BSc(Hons), PhD, CChem, FRSC

Professor David Lloyd was appointed Vice Chancellor and President of the University of South Australia in August 2012, and took up his position in January 2013.

Professor Lloyd is a biochemist who holds a Bachelor of Science (Honours) in Applied Chemistry and a PhD in Medical Organic Chemistry from Dublin City University, and was also a Post-Doctoral Research Fellow at Trinity College Dublin. He is a Fellow of the Royal Society of Chemistry, and was the inaugural Chair of the Irish Research Council.

Dr Wendy Craik AM Deputy Chancellor

Commissioner of the Productivity Commission

BSc(Hons), PhD, GradDipMgmt, FTSE, FAICD

Term of appointment: until 31 March 2018

In 2009 Wendy was appointed Acting Full Time Commissioner with the Productivity Commission. Prior to this, Wendy was the Chief Executive of the Murray-Darling Basin Commission, President of the National Competition Council and Chair of the Australian Fisheries Management Authority and of the National Rural Advisory Council.

Mr Terry Evans Pro Chancellor

Special Counsel, Minter Ellison

LLM, FAICD

*Term of appointment:
until 31 December 2015*

Terry Evans is presently engaged as Special Counsel for Minter Ellison Lawyers, Adelaide. Prior to that he was the Deputy Chief Executive and then Acting Chief Executive for the Justice Department and South Australian Attorney General's Department (2004-2006). He was the Chief Commercial Counsel in the Crown Solicitor's Office from 1996-2004. Before that Terry was a partner with Minter Ellison and was its managing partner for several years. Terry holds a number of board positions in the corporate, government and not-for-profit sectors.

Professor Rick Sarre Presiding Member of Academic Board

*Term of appointment:
until 31 December 2014*

Dr Rick Sarre is Professor of Law at the University of South Australia. He was, from 1992 to 1998, the Head of the School of Law and Legal Practice, University of South Australia. He currently lectures in criminology, policing, media law and commercial law with the School of Commerce and the School of Law. His qualifications include an undergraduate degree in law (Adelaide University), undergraduate studies in religion and sociology (Graceland University, Iowa, USA), and post-graduate degrees in criminology (University of Toronto, Canada) and law (University of Canberra, ACT).

Mr Eric Granger Member appointed by Council

FUnISA, FAICD

Term of appointment: until 20 February 2015

With a background in management, marketing, sales & customer service in retail operations of member based organisations, small business and the health & travel industries, Eric brings significant know-how to business, always with a focus on people. Highly experienced in developing successful strategy, a commentator and adviser on market conditions and trends, he has contributed to many internal taskforces on distribution, business structure for growth and customer service.

Ms Corinne Namblard Member appointed by Council

MPolSc

Term of appointment: until 31 March 2016

Corinne Namblard has had approximately 30 years' experience in finance, infrastructure and related industries having worked in the United States, Canada, United Kingdom, Europe and Australia. She has most recently been CEO of Luxembourg based transport equity fund, Galaxy Fund. Before that she spent 19 years with Banque Nationale de Paris where she held roles in foreign exchange, debt and equity capital markets, mergers and acquisitions and project finance.



Back row (l to r): Andrew Friebe, Bruce Linn, Professor Leanna Read, Professor Rick Sarre, Pauline Carr, Associate Professor Pat Buckley, Terry Evans, Professor David Lloyd, Miriam Silva, Arun Thomas. Front row (l to r): Paula Nagel AM, Eric Granger, Carol Sutherland, Dr Ian Gould AM, Dr Wendy Craik AM, Corinne Namblard

Ms Pauline Carr**Member appointed by Council**

Director: Office Consolidation for Newmont Asia Pacific
BEC (ANU), MBA, FAICD, FCIS

Term of appointment:
until 31 December 2015

Pauline Carr has over 25 years of management and commercial experience in the resources industry with both Australian and international companies. In addition she has over 15 years comprehensive compliance and governance experience with listed company boards.

Previously Pauline was a senior executive with Normandy Mining Limited, where she was actively involved in the company's growth, its corporate activities and its international expansion. She is presently providing management, business improvement, governance, compliance and risk consultancy services to companies in the resources, construction and superannuation sectors.

Mr Bruce Linn**Member appointed by Council**

BSc, FAICD, FACS

Term of appointment:
until 31 December 2014

Bruce Linn is an experienced company director and formerly CEO of Finlaysons Lawyers based in Adelaide, South Australia. His previous executive roles include Executive Director for EDS, responsible for all State Government business of EDS in Australia, and Chief Executive of Camtech, one of Australia's leading internet and electronic payments companies. A science graduate of The University of Adelaide, he has over 30 years experience in business management, leadership, marketing and information communications technology.

Ms Paula Nagel AM**Member appointed by Council****International Education Adviser**

BA (Hons), DipT Sec, FAICD

Term of appointment:
until 31 December 2015

Paula Nagel's current major consulting role is International Education Adviser attached to the University City Project with the Department of Premier and Cabinet.

Previously Paula was Chair of Education Adelaide, Marketing Manager of Foundation SA, and a Senior Consultant at Morgan & Banks. In 1997 she established her own company, NBC Resources, a management consultancy that organised board and other high level appointments and provided a range of marketing services. She also established a number of new industry development boards for the South Australian Government.

Professor Leanna Read**Member appointed by Council**

BAGSc(Hons), PhD, FAICD, FTSE

Term of appointment:
until 16 December 2017

Leanna has been a member of the Council of the University of South Australia since 2011, and she is an Honorary Doctor of the University.

She brings extensive executive, board and investment experience in biotechnology-based enterprises. Leanna currently chairs the Cooperative Research Centre for Cell Therapy Manufacturing as well as the SA Strategic Plan Audit Committee, and she is non-executive director of biotechnology company, Biosensis Pty Ltd. She is also a member of other boards that address innovation across the government, industry and academic sectors, including Commercialisation Australia, the SA Economic Development Board and the SA Premier's Science and Industry Council and the Australian Academy of Technological Sciences and Engineering.

Ms Miriam Silva**Member appointed by Council**

Term of appointment: until 20 February 2015

Miriam has more than 20 years' experience across multiple industries including pharmaceuticals, banking and agribusiness managing large and geographically diverse teams. Miriam is currently Chief Operating Officer for FleetPartners, a leading leasing and fleet management company responsible for operations across Australia and New Zealand.

She was previously General Manager Commercial Operations for Elders Ltd and held a number of roles with ANZ Banking Group Ltd.

Associate Professor Pat Buckley**Member of Academic Staff**

Term of appointment:
until 31 December 2015

Pat Buckley is the Director of the Sanson Institute for Health and Dean Research in the Division of Health Sciences at The University of South Australia. She is the elected academic staff member on the University's Council from December 2011.

A biochemist-turned-physiologist by training, Pat has been at UniSA since 2005: prior to that, she was Head of Physiology at The University of Adelaide. Her current position focuses on the development of research capacity and capability in Health Sciences, and she also leads the University's Research Leadership Development and Early Career Research Development programs.

Ms Carol Sutherland**Member of Professional Staff**

UniSA Business School Director: Services

Term of appointment:
until 31 December 2015

Carol Sutherland is the UniSA Business School Director: Services, and is the elected professional staff member on the University's Council from December 2011.

Carol has held the role of Division Director: Services since 2007 following a number of other management roles in the Learning and Teaching Unit and the Marketing and Development Unit. Prior to joining the University in 1996, Carol had worked in politics over a fifteen year period, having been a policy and media advisor to Ministers, Senators and MPs in the federal government.

Mr Arun Thomas**UniSA Student Association (USASA)
President and Student Representative**

BCom, RN, MAICD

Term of appointment: until 19 June 2014

Arun was re-elected as the USASA President in 2013.

He graduated with a Bachelor of Commerce (Accounting) in 2010, and completed his Bachelor of Nursing degree in 2013.

Arun brings five years of business administration experience, organisational leadership and board experience. His role as President and Chair of the USASA Board has involved in leadership and governance of the organisation, as well as student advocacy and inter and intra organisational negotiation. Arun's leadership has resulted in the successful re-branding of the organisation, which now has a fiscal surplus and a comprehensive and efficient restructure and recruitment process.

Mr Andrew Friebe**Student Representative**

Term of appointment: until 19 June 2014

Andrew Friebe was elected by the students of UniSA as Postgraduate Representative for 2013.

He has a Bachelor of Commerce (Marketing and Finance) and is currently enrolled in a Masters of Property.

Andrew has worked in the property industry for the past eight years and has experience in sales and marketing combined with negotiation, finance and management skills. Andrew is currently a member of the 'Next Generation' committee of the Real Estate Institute of South Australia.

Legislative requirements

UniSA is governed by the University of South Australia Act 1990. Under sections 4–6 of the Act, the University is constituted as a body corporate with the usual associated powers. It has a seal, and it may sue and be sued in its corporate name.

The University's functions

Under the Act, the University's functions are to:

- ▷ preserve, extend and disseminate knowledge through teaching, research, scholarship, consultancy or any other means
- ▷ provide tertiary education in such disciplines and areas of study as the University thinks appropriate to meet the needs of industry, commerce, the professions or any other section of the community
- ▷ provide such tertiary education programs as the University thinks appropriate to meet the needs of Australia's Indigenous people
- ▷ provide such tertiary education programs as the University thinks appropriate to meet the needs of groups within the community whom the University considers have suffered disadvantage in education
- ▷ provide educational programs for the benefit of the wider community or programs for the enhancement of the diverse cultural life of the community, as the University thinks fit
- ▷ foster and further an active corporate life within the University
- ▷ perform any functions ancillary or incidental to the functions referred to above
- ▷ strive for excellence in teaching and research, and to attain the highest standards in education.

The University's powers

The powers of the University, described in Section 6 of the Act, may be exercised inside or outside South Australia and Australia. For example, the University may:

- ▷ enter into contracts
- ▷ acquire, hold, dispose of, and deal with property
- ▷ confer academic awards jointly with another University or registered training organisation.

University Council

Under Section 10 of the Act, the University Council is responsible for the accountability and control of University affairs. The Act also defines financial responsibilities and specific matters on which statutes can be made. The Council must, in all matters, endeavour to advance the interests of the University.

Council responsibilities

Council's main responsibilities are assigned in part 3 of the Act.

They include:

- ▷ appointing the Vice Chancellor as Chief Executive Officer of the University
- ▷ approving the mission and strategic direction of the University, as well as the annual budget and business plan
- ▷ overseeing the management and performance of the University
- ▷ establishing policy and procedural principles consistent with legal requirements and community expectations
- ▷ approving and monitoring systems of control and accountability, including general overview of any
- ▷ entities controlled by the University
- ▷ overseeing and monitoring the assessment and management of risk across the University, including commercial undertakings
- ▷ overseeing and monitoring academic activities across the University
- ▷ approving significant commercial activities of the University.

Council committees

The Council has nine standing committees. The performance and effectiveness of each committee is considered as part of Council's annual review process.

These committees are:

- ▷ Academic Board
- ▷ Audit and Risk Management Committee
- ▷ Finance Committee
- ▷ Foundation Committee
- ▷ Governance and Legislation Committee
- ▷ Honorary Awards Committee
- ▷ Immediate Business Committee
- ▷ Senior Academic Promotions Committee
- ▷ Senior Remuneration Committee

Committees established as required:

- ▷ Academic Staff Appeals Committee
- ▷ Joint Consultative Committee
- ▷ Misconduct Appeals Committee
- ▷ Penalty Appeals Committee
- ▷ Professional Staff Appeals Committee
- ▷ Student Appeals Committee





(l to r): Professor Larry Lockshin, Professor Pal Ahluwalia, Professor Marie Wilson, Nigel Relph, Professor Robert Vink, Professor Richard Head, Professor David Lloyd, Professor Allan Evans, Ruth Blenkiron, Professor Robert Short, Paul Beard

Senior Management Group

PROFESSOR DAVID LLOYD **Vice Chancellor and President**

Professor Lloyd is a biochemist who holds a Bachelor of Science (Honours) in Applied Chemistry and a PhD in Medicinal Organic Chemistry from Dublin City University, and was also a Post-Doctoral Research Fellow at Trinity College Dublin. He is a Fellow of the Royal Society of Chemistry, and was the inaugural Chair of the Irish Research Council.

PROFESSOR ALLAN EVANS **Provost & Chief Academic Officer** **(Appointed in 2013)**

Allan obtained his Bachelor of Pharmacy in 1982 (South Australian Institute of Technology) and completed his PhD in pharmacology in 1989 (University of Adelaide). After his doctorate, he spent two years as Research Fellow in the Department of Pharmacy at the University of Manchester. His earlier research career focussed on enantioselective pharmacokinetics and in the late 1980s he was instrumental in highlighting the problems that can be encountered when the issue of chirality is ignored when investigating the pharmacokinetics of drugs.

PROFESSOR RICHARD HEAD **Deputy Vice Chancellor: Research and Innovation (Appointed in 2013)**

Leading pharmacologist and nutrition research leader Professor Richard Head commenced as Deputy Vice Chancellor and Vice President Research and Innovation in March 2013 from his role as Director of the Sansom Institute for Health Research. Prior to his appointment at the Institute, Professor Head was Director of the CSIRO's Preventative Health National Flagship (2002-2012) where he led a national research program to advance early detection and intervention of chronic diseases.

MR PAUL BEARD **Chief Operating Officer**

Paul was first appointed to UniSA in 2001 as Executive Director and Vice President: Finance and Resources. In November 2009, Paul took up a new role at UniSA as Chief Operating Officer with overall responsibility for the Finance Unit, Information Strategy & Technology Services Unit; the Facilities Management Unit; and the Service Improvement Project.

PROFESSOR MARIE WILSON **Pro Vice Chancellor: UniSA Business School (Appointed in 2013)**

Professor Marie Wilson is Pro Vice Chancellor (Business and Law) of the UniSA Business School. She has over 20 years of university leadership experience, including senior roles at Griffith University and The University of Auckland.

She is the former managing director of a multinational medical relief agency, and has been a senior manager in strategy and HRM for seven public companies, including one of the world's largest IT companies. She also has extensive experience in start-up and high technology ventures. She is a Graduate of the Australian Institute for Company Directors, and a Fellow of AIM and ANZAM.

PROFESSOR PAL AHLUWALIA **Pro Vice Chancellor: Division of Education, Arts and Social Sciences**

Professor Ahluwalia holds a Bachelor and Master of Arts from the University of Saskatchewan, and completed his PhD at Flinders University. He was subsequently at Adelaide University for 14 years, finishing as Professor of the Politics Department. Professor Ahluwalia has previously been a Visiting Professor at the University of California, and Professor with the Goldsmiths College at the University of London, where he was also Director of the Centre for Postcolonial Studies.

PROFESSOR ROBERT VINK **Pro Vice Chancellor: Division of Health Sciences (Appointed in 2013)**

Professor Vink was awarded his BSc (Hons) and PhD at Griffith University, Brisbane. After a postdoctoral fellowship and then an assistant professorship in the Neurology Department of the University of California at San Francisco (UCSF), he accepted a Queen Elizabeth II Fellowship at James Cook University (JCU) in Townsville, North Queensland. At the conclusion of his research fellowship, he accepted an academic appointment at JCU, and was promoted to senior lecturer and then Associate Professor and Head of Department of Physiology and Pharmacology. Following a period of sabbatical research as an Adjunct Professor at Georgetown University, Washington DC, he joined the Department of Pathology at the University of Adelaide in 2001 and was subsequently appointed to the NRF Chair of Neurosurgical Research and as the Head of School of Medical Sciences.

PROFESSOR ROB SHORT **Pro Vice Chancellor: Division of Information Technology, Engineering and the Environment (Appointed in 2013)**

Professor Short is a leading materials scientist who was the inaugural director of the University's Mawson Institute. He developed its operations from a paper concept and basic business plan to a thriving research institute with more than 100 researchers from around the world actively engaged in three national Cooperative Research Centres. The institute is also the lead organisation in the new CRC in Cell Therapy Manufacturing. He was appointed as the Pro Vice Chancellor of ITEE in 2013.

MR NIGEL RELPH **Deputy Vice Chancellor:** **International and Advancement**

Nigel Relph commenced as Deputy Vice Chancellor: International and Advancement in February 2013 having previously been Pro Vice Chancellor and Vice President: International and Development since October 2010. He is responsible for international strategy; international marketing; the University's partnerships and institutional alliances locally, nationally and internationally; community and cultural engagement; alumni relations and philanthropic fundraising; and for The Samstag Museum of Art.

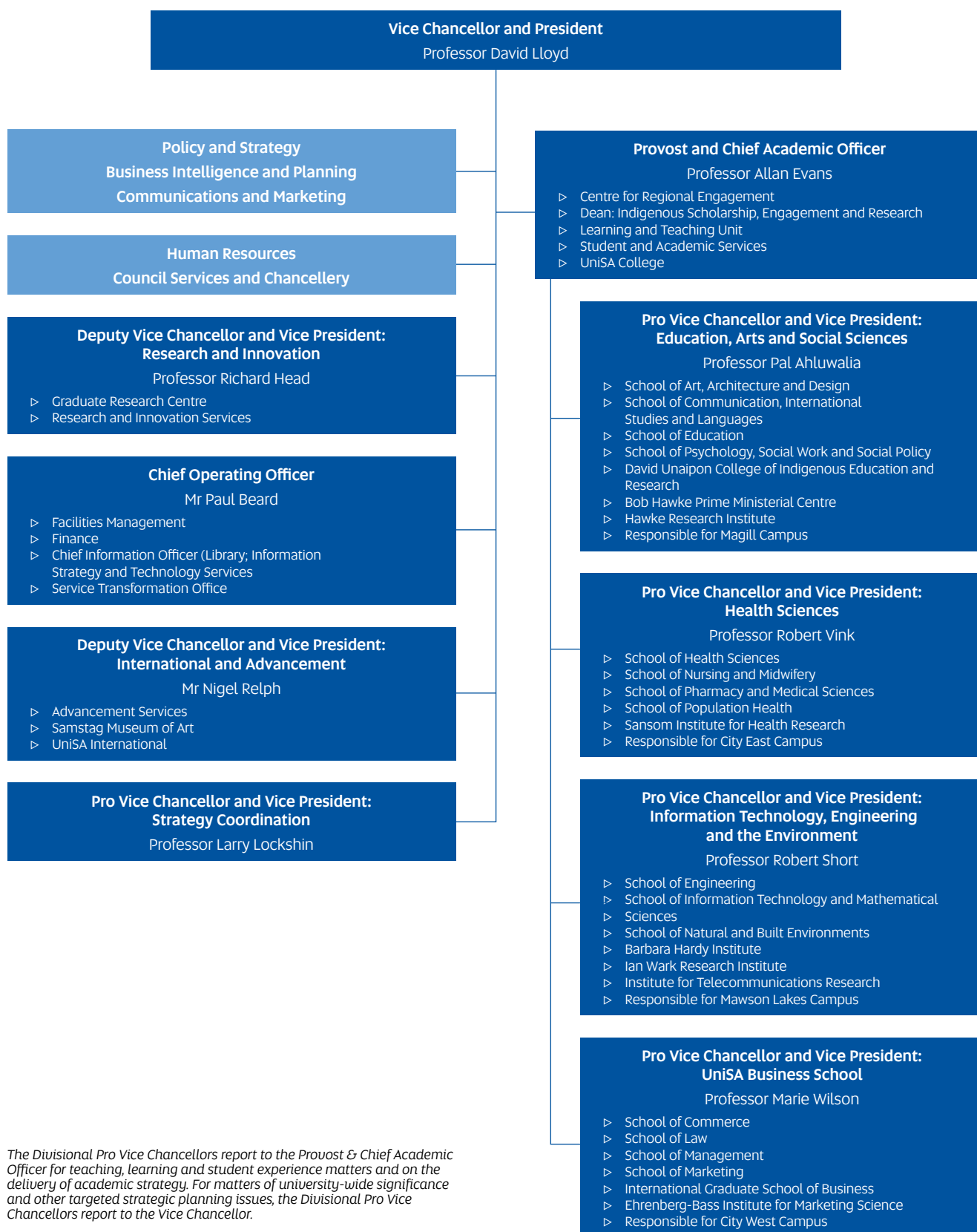
PROFESSOR LARRY LOCKSHIN **Pro Vice Chancellor:** **Strategy Coordination**

Professor Lockshin's role is to link the 51 projects in the University of South Australia's major strategic initiative, *Crossing the Horizon* 2013-2015, to achieve the best possible results in transforming the University to one of true enterprise. As Head of the School of Marketing, he oversees a world-class group of teaching and research academics focusing on empirical real world Marketing. As Professor of Wine Marketing, he leads research into how people purchase wine, strategic decision-making for wine companies, distribution. He also supervises research in Marketing related to consumer choice, packaging and retailing.

MS RUTH BLENKIRON **Director: Human Resources**

Ruth Blenkiron's previous role was as director of workforce development in the Department of Education and Children's Services (DECS), an organisation employing around 25,000 people. Her career highlights also include Director, South Australian Centre for Leaders in Education in DECS, Manager Special Investigations Unit, Registrar of the Supreme Court of South Australia, Deputy Commissioner in the Office of the Commissioner for Equal Opportunity and both Deputy Principal and Acting Principal of Seymour College, a large independent R-12 school.

Senior academic and administration structure



Administration

The Vice Chancellor

The Vice Chancellor and President is the University's chief executive officer, and is responsible for its management and administration. The Vice Chancellor is appointed by, and reports to, University Council, which delegates to the Vice Chancellor a range of powers and functions. The Vice Chancellor, in turn, authorises appropriate staff to manage the University's affairs. The responsibilities of each type of management position are detailed in the Vice Chancellor's Authorisations (see our website unisa.edu.au/policies/policies/corporate/C32.asp).

Senior management

The University's senior managers are the Deputy Vice Chancellors, Provost and Chief Academic Officer, Pro Vice Chancellors, Chief Operating Officer and Director Human Resources. With the Vice Chancellor, they form the Senior Management Group, which meets regularly and provides advice to the Vice Chancellor on operational and policy matters. Senior managers lead the University's academic divisions or co-ordinating portfolios.

Freedom of information

The Freedom of Information Act 1991 gives individuals a legally enforceable right to access documents held by South Australian universities, subject to certain restrictions. UniSA strives to be an open and accountable organisation in accordance with the Act. During 2013, we received five applications to access records under the Act. One of the applications resulted in the full release of the requested documents; two of the applications requested information that could not be located within the University's records; one resulted in the partial release of the requested documents; and one was refused access to the documents requested.

Risk Management

The University Council's Risk Management Policy establishes principles to ensure that risk management is integral to all processes, helps to achieve objectives, and contributes to ongoing performance improvement.

Key elements of the framework include:

- ▷ the maintenance and reporting of risk registers that identify key risks at organisational unit level
- ▷ the maintenance and reporting of a university-wide risk register
- ▷ the systematic risk assessment of all projects
- ▷ a systematic approach to the identification, assessment and audit of legislative risk
- ▷ annual risk assessments of all controlled, associated and partly-owned entities.

We maintain our capacity to respond appropriately to crises through a framework of trained emergency response groups, and a high-level crisis management committee. In addition, management annually certifies to Council that the University risk management and internal compliance and control systems are operating effectively in all material respects. This certification is supported by a process involving questionnaires on control and risk management that are completed by all senior managers and major organisational units.

Part 6 **Financial Statements**

Statement of comprehensive income

For the year ended 31 December 2013

| | CONSOLIDATED | | UNIVERSITY | |
|--|----------------|----------------|----------------|----------------|
| | 2013 | 2012 | 2013 | 2012 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Australian Government financial assistance | | | | |
| Australian Government grants | 294,222 | 252,918 | 294,222 | 252,918 |
| HECS-HELP - Australian Government Payments | 104,990 | 91,700 | 104,990 | 91,700 |
| FEE-HELP ³ | 6,079 | 8,998 | 6,079 | 8,998 |
| SA-HELP | 2,609 | 1,124 | 2,609 | 1,124 |
| State and local Government financial assistance | 12,628 | 10,359 | 12,435 | 10,190 |
| HECS-HELP - Student payments | 13,702 | 12,896 | 13,702 | 12,896 |
| Fees and charges | 110,312 | 108,510 | 110,312 | 108,510 |
| Investment revenue | 15,151 | 18,040 | 14,925 | 17,750 |
| Royalties | 325 | 437 | 126 | 306 |
| Consultancy and contract research | 32,012 | 29,783 | 32,192 | 29,936 |
| Other revenue | 13,910 | 11,200 | 13,942 | 11,096 |
| Total revenue from continuing operations | 605,940 | 545,965 | 605,534 | 545,424 |
| Losses on disposal of assets | (1,808) | (553) | (328) | (556) |
| Total income from continuing operations | 604,132 | 545,412 | 605,206 | 544,868 |
| Expenses from continuing operations | | | | |
| Employee related expenses | 338,030 | 318,289 | 336,539 | 317,126 |
| Depreciation and amortisation | 31,732 | 31,683 | 31,714 | 31,662 |
| Repairs and maintenance | 11,116 | 10,443 | 11,115 | 10,442 |
| Other expenses | 151,130 | 151,909 | 152,302 | 152,808 |
| Bad and doubtful debts | 468 | 401 | 468 | 401 |
| Total expenses from continuing operations | 532,476 | 512,725 | 532,138 | 512,439 |
| Operating result before income tax | 71,656 | 32,687 | 73,068 | 32,429 |
| Income tax expense | 87 | 148 | 78 | 144 |
| Operating result attributable to members of University of South Australia | 71,569 | 32,539 | 72,990 | 32,285 |
| Items that may be reclassified to profit or loss: | | | | |
| Gain on revaluation of available-for-sale financial assets | 1,315 | 915 | 1,315 | 915 |
| Total | 1,315 | 915 | 1,315 | 915 |
| Items that will not be reclassified to profit or loss: | | | | |
| Gain on revaluation of land and buildings | 17,841 | - | 17,841 | - |
| Gain on revaluation of art collection | 665 | - | 665 | - |
| Total | 18,506 | - | 18,506 | - |
| Total comprehensive income attributable to members of the University of South Australia | 91,390 | 33,454 | 92,811 | 33,200 |

Statement of financial position

For the year ended 31 December 2013

| | CONSOLIDATED | | UNIVERSITY | |
|---|------------------|------------------|------------------|------------------|
| | 2013 | 2012 | 2013 | 2012 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Current assets | | | | |
| Cash and cash equivalents | 310,083 | 294,031 | 307,676 | 288,036 |
| Receivables | 20,089 | 23,801 | 20,194 | 23,374 |
| Deferred Government superannuation contribution | 29,800 | 30,100 | 29,800 | 30,100 |
| Other non-financial assets | 16,990 | 13,080 | 16,968 | 13,064 |
| Total current assets | 376,962 | 361,012 | 374,638 | 354,574 |
| Non-current assets | | | | |
| Other financial assets | 8,847 | 7,437 | 11,575 | 11,782 |
| Property, plant and equipment | 793,722 | 730,564 | 793,701 | 730,533 |
| Deferred tax assets | 251 | 153 | - | - |
| Intangible assets | 4,173 | 5,836 | 4,173 | 5,836 |
| Deferred Government superannuation contribution | 380,133 | 435,700 | 380,133 | 435,700 |
| Total non-current assets | 1,187,126 | 1,179,690 | 1,189,582 | 1,183,851 |
| Total assets | 1,564,088 | 1,540,702 | 1,564,220 | 1,538,425 |
| Current liabilities | | | | |
| Trade and other payables | 27,259 | 29,258 | 27,512 | 28,957 |
| Provisions | 27,444 | 17,422 | 27,203 | 17,280 |
| Current tax liabilities | 900 | 859 | 821 | 762 |
| Other liabilities | 71,464 | 88,027 | 71,707 | 87,755 |
| Defined benefit obligation | 29,800 | 30,100 | 29,800 | 30,100 |
| Total current liabilities | 156,867 | 165,666 | 157,043 | 164,854 |
| Non-current liabilities | | | | |
| Trade and other payables | 5,390 | 5,814 | 5,390 | 5,814 |
| Provisions | 40,527 | 43,741 | 40,527 | 43,741 |
| Defined benefit obligation | 380,133 | 435,700 | 380,133 | 435,700 |
| Total non-current liabilities | 426,050 | 485,255 | 426,050 | 485,255 |
| Total liabilities | 582,917 | 650,921 | 583,093 | 650,109 |
| Net assets | 981,171 | 889,781 | 981,127 | 888,316 |
| Equity | | | | |
| Reserves | 180,446 | 160,625 | 180,446 | 160,625 |
| Retained earnings | 800,725 | 729,156 | 800,681 | 727,691 |
| Total equity | 981,171 | 889,781 | 981,127 | 888,316 |

Statement of cash flows

For the year ended 31 December 2013

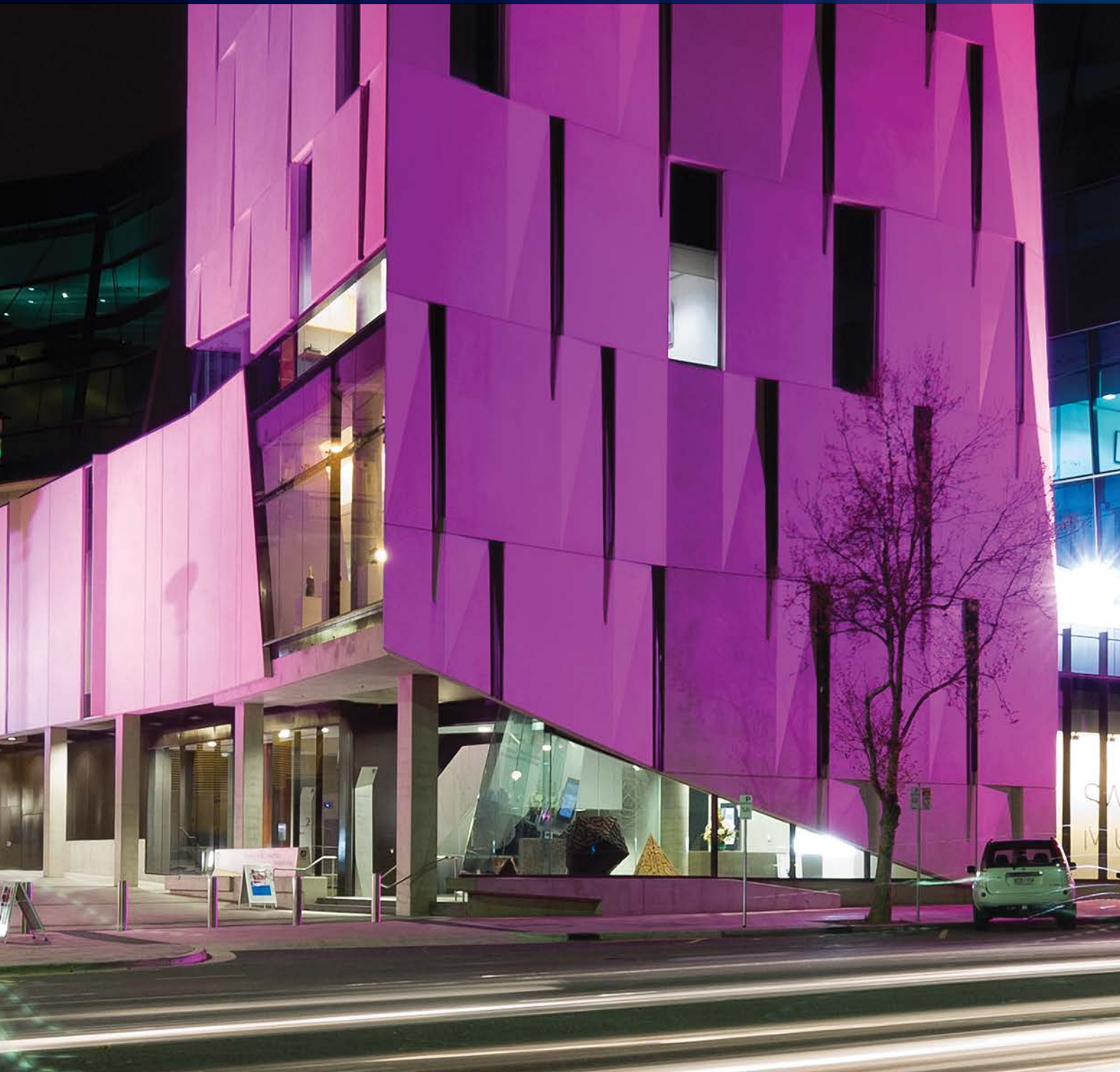
| | CONSOLIDATED | | UNIVERSITY | |
|---|-----------------|-----------------|-----------------|-----------------|
| | 2013 | 2012 | 2013 | 2012 |
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Cash flows from operating activities: | | | | |
| Inflows: | | | | |
| Australian Government grants received | 400,541 | 362,818 | 400,541 | 362,818 |
| OS-HELP (net) | 50 | 60 | 50 | 60 |
| Superannuation Supplementation | 29,679 | 29,271 | 29,679 | 29,271 |
| State and Local Government grants | 12,785 | 10,040 | 12,592 | 9,871 |
| HECS-HELP - Student payments | 13,702 | 12,896 | 13,702 | 12,896 |
| Receipts from student fees and other customers | 121,389 | 117,054 | 121,634 | 116,883 |
| Dividends received | 2,896 | 2,027 | 2,896 | 2,027 |
| Interest received | 13,067 | 15,816 | 12,841 | 15,525 |
| Royalties | 325 | 437 | 126 | 306 |
| Consultancy and contract research | 32,257 | 30,574 | 31,373 | 31,098 |
| Other receipts | 11,136 | 15,898 | 12,650 | 15,700 |
| GST recovered/paid | 11,109 | 7,917 | 11,272 | 8,063 |
| Outflows: | | | | |
| Payments to suppliers and employees (GST incl) | (558,797) | (524,099) | (557,354) | (524,096) |
| Net cash provided by/(used in) operating activities | 90,139 | 80,709 | 92,002 | 80,422 |
| Cash flows from investing activities: | | | | |
| Inflows: | | | | |
| Proceeds from sale of plant and equipment | 61 | 24 | 61 | 24 |
| Proceeds from sale of investments | 16 | 5 | 1,733 | 5 |
| Outflows: | | | | |
| Payments for property, plant and equipment | (73,953) | (47,937) | (73,945) | (47,916) |
| Payments for investments | (211) | (386) | (211) | (386) |
| Net cash provided by/(used in) investing activities | (74,087) | (48,294) | (72,362) | (48,273) |
| Net increase/(decrease) in cash and cash equivalents | 16,052 | 32,415 | 19,640 | 32,149 |
| Cash and cash equivalents at the beginning of the financial year | 294,031 | 261,616 | 288,036 | 255,887 |
| Cash and cash equivalents at the end of the financial year | 310,083 | 294,031 | 307,676 | 288,036 |



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Our Strategic Action Plan 2013 - 2018





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