



University of  
South Australia

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## Annual Review



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## 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 2015

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 2014 Annual Review and the University of South Australia 2014 Financial Statements, for the year ending 31 December 2014.

The University Council approved the Annual Review and the Financial Statements at its meeting on 18 June 2015.

Yours sincerely,



Dr Ian Gould AM  
Chancellor

## Feedback and further information

### Companion volume

The University's complete annual financial statements for the year ended 31 December 2014, adopted by the University Council on 18 June 2015 are contained in the University of South Australia 2014 Financial Statements, 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:

Telephone: +618 8302 9136  
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### Further information

This report and the University of South Australia 2014 Financial Statements, as well as past annual reports, are available on our website [unisa.edu.au/publications](http://unisa.edu.au/publications)

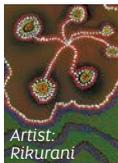
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GPO Box 2471  
Adelaide South Australia 5001

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## Contents



### Acknowledgement of Country

UniSA respects the Kaurna, Boandik and Barngarla peoples' spiritual relationship with their country. We also acknowledge the diversity of Aboriginal peoples, past and present.

Find out more about the University's commitment to reconciliation at [unisa.edu.au/RAP](http://unisa.edu.au/RAP)

	<b>Letter of Transmittal</b>	
<b>2</b>	<b>Chancellor's Report</b>	
<b>2</b>	<b>Vice Chancellor's Report</b>	
<b>4</b>	<b>Key Statistics</b>	
<b>5</b>	<b>2014 at-a-glance</b>	
<b>6</b>	<b>Financial Overview</b>	
<b>7</b>	<b>Financial Summary</b>	
<b>8</b>	<b>The Year in Review</b>	
<b>40</b>	<b>Governance and Council</b>	
<b>44</b>	<b>Legislative Requirements</b>	
<b>45</b>	<b>Council Committees</b>	
<b>46</b>	<b>Senior Management Group</b>	
<b>49</b>	<b>Senior Academic and Administration Structure</b>	
<b>50</b>	<b>Administration</b>	
	<b>FINANCIAL STATEMENTS</b>	
<b>51</b>	<b>Statement of Comprehensive Income</b>	
<b>52</b>	<b>Statement of Financial Position</b>	
<b>53</b>	<b>Statement of Cash Flows</b>	

**10** [ACTION SET 01 Enhanced educational offerings and an outstanding student experience](#)

**14** [ACTION SET 02 Industry and end-user informed research, supporting an industry relevant curriculum](#)

**22** [ACTION SET 03 Increased human capital in the classroom and increased efficiencies beyond](#)

**24** [ACTION SET 04 Transformational infrastructure enriching the fabric of our institution](#)

**28** [ACTION SET 05 Engagement with society beyond the classroom and campus](#)

**36** [ACTION SET 06 A globally visible University with global reach and leverage](#)

**38** [ACTION SET 07 Key enablers and supports](#)

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## Chancellor's Report

2014 has been a year of consolidation and growth as we focused on the commitments we made to be Australia's University of Enterprise.

While we were forging ahead with our plans to make a contribution to the national and international economies with our research, and through our innovative and skilled graduates, we were also being buffeted by the Federal Government's proposed changes to higher education funding. It is a testament to the experience and supreme competence of the members of our Council and the talent and business acumen of our senior management group that we were able to maintain our focus

on the growth of this institution with little interruption.

Our plans continue apace. We have some major capital works in train that will continue the transformation of the west side of this city. Plans for a Great Hall and new student accommodation on Hindley Street, and the Health Innovation Building on North Terrace will soon transform the West End of Adelaide's CBD into a thriving precinct dedicated to excellence in science, in health, in medical research and in the arts.

We're just months away from our 25th anniversary and already this University has made a global impact as the youngest

university in Australia to be ranked in the world's top 50 universities under 50 years of age.

There's no telling what we can achieve in the next 25 years. It is a very exciting place to be.



**Dr Ian Gould AM**  
Chancellor

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## Vice Chancellor's Report

What a year it has been – great new partnerships with innovators in industry, the opening of the spectacular new Jeffrey Smart building and new plans for three more, new research institutes, a renewed focus on our research themes, a revised academic program, a new Reconciliation Action Plan, and a little bit of jazz.

This is an innovative and energetic University with a commitment to its students, to its staff and to the communities it serves. That commitment is simply to create new knowledge and to disseminate that knowledge through its students.

And while we were packing our days (and some nights) into making this into a true University of Enterprise, we were rapidly climbing in the international ranking

systems and welcoming some international notables into our University family through our Honorary Doctoral conferrals.

We also have redesigned the way our support units work.

So, despite ending the year without certainty on the future funding of our sector, we do know that we are differentiating ourselves successfully and that has huge benefits, not just to our institution, but to the students who come here and trust us with their career aspirations.

As you will see in the following pages, we are achieving our *Crossing The Horizon* goals, quietly and occasionally not so quietly, each and every day. We are sure of

ourselves, our potential and our standing as a great, young University. Against the backdrop of all these developments in 2014, we kept the show on the road, we produced graduates and new knowledge, we worked hard at being pro-commercial without losing sight of what makes us a University. For that I am grateful to all of our staff who have worked so hard this year. I think it's reasonably fair to say we were enterprising.



**Professor David G. Lloyd**  
Vice Chancellor and President

*Dr Ian Gould AM, Chancellor (left) and  
Professor David Lloyd, Vice Chancellor and President*



## Key Statistics

	2009	2010	2011	2012	2013	2014
<b>Number of students</b>						
<b>Total</b>	<b>36,850</b>	<b>36,248</b>	<b>34,899</b>	<b>33,674</b>	<b>33,549</b>	<b>32,647</b>
Commencing	13,975	13,242	12,390	12,405	12,620	12,616
<b>Student load (EFTSL)*</b>						
<b>Total</b>	<b>25,189</b>	<b>25,104</b>	<b>24,459</b>	<b>23,624</b>	<b>23,205</b>	<b>22,495</b>
Undergraduate	20,458	20,577	20,417	19,626	19,168	18,617
Postgraduate	4,731	4,527	4,041	3,998	4,037	3,878
<b>Student load by funding source (EFTSL)</b>						
Commonwealth Grant Scheme	15,051	15,750	16,022	16,212	16,729	16,831
Commonwealth Research Training Scheme	510	490	514	552	576	573
Domestic fee paying	443	420	434	454	423	467
International onshore	4,394	4,569	4,404	4,113	3,918	3,887
Transnational	4,782	3,859	3,067	2,280	1,549	731
<b>Award completions</b>						
<b>Total</b>	<b>9,576</b>	<b>9,239</b>	<b>9,134</b>	<b>8,605</b>	<b>8,594</b>	<b>8,193</b>
Undergraduate	5,995	5,960	6,358	6,019	5,918	5,536
Postgraduate	3,581	3,279	2,776	2,586	2,676	2,657
<b>Staff (FTE)</b>						
<b>Total</b>	<b>2,370</b>	<b>2,426</b>	<b>2,575</b>	<b>2,573</b>	<b>2,619</b>	<b>2,641</b>
Academic	1,030	1,032	1,102	1,094	1,110	1,127
Professional	1,340	1,394	1,473	1,479	1,509	1,515
<b>Financials</b>						
Consolidated operating result (\$M)	41.5	70.3	72.2	32.5	71.6	29.7
Safety margin	8.80%	13.60%	13.10%	6.00%	11.80%	5.1%
Net assets (\$M)	680.8	785.2	856.3	889.8	981.2	1,009.2
Total assets (\$M)	1,163.3	1,324.3	1,504.3	1,540.7	1,564.1	1,648.7
Total revenue (\$M)	473.2	518.6	551.3	545.4	604.1	584.2

### Notes

\*Student load by funding source.

Number of students represents an unduplicated count of students enrolling in any study period during the enrolment year and includes cross institutional students.

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.

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## 2014 at-a-glance

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**32,647**

total number of students

**6,323\***

total number of international students  
\*actual headcount

**4,980**

onshore international students

**No. 1**

in SA for graduate careers  
MyUniversity



**No. 1**

in SA for student satisfaction  
Good Universities Guide 2014



**6th** in Australia and 49th worldwide in the top 100 under 50  
2014 Times Higher Education

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**8,193**

number of parchments given



**2,641**

staff population (FTE)

**189,006**

total University alumni



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**6**

campuses: City East, City West, Magill, Mawson Lakes, Whyalla, Mount Gambier Regional Centre

**7**

research institutes



Our research produced

**34** patents filed

**8** licences

**2** start-up companies

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**2000+**

corporate partners



**74**

number of student exchange partner institutions

**1.8m**

placement hours completed by students this year



# Financial Overview

## Summary Statement of Comprehensive Income

	CONSOLIDATED		UNIVERSITY	
	2014	2013	2014	2013
	\$m	\$m	\$m	\$m
Operating Income	584.2	604.1	583.7	605.2
Employee Related Expenses	350.0	338.0	348.6	336.5
Non-salary Expenses	204.5	194.5	206.0	195.7
Operating Expenses (incl. Income Tax)	554.5	532.5	554.6	532.2
Operating Result after Income Tax	29.7	71.6	29.1	73.0
Safety Margin <sup>1</sup>	5.1%	11.8%	5.0%	12.1%

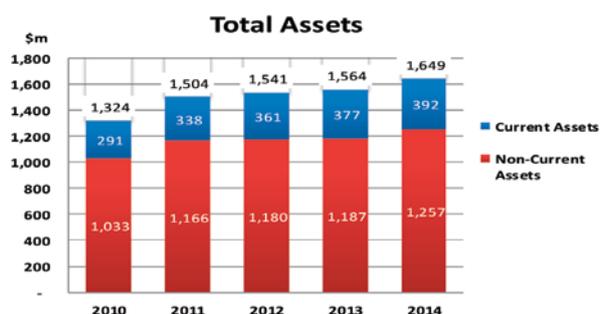
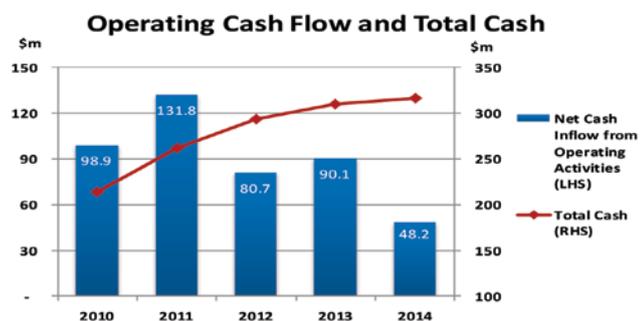
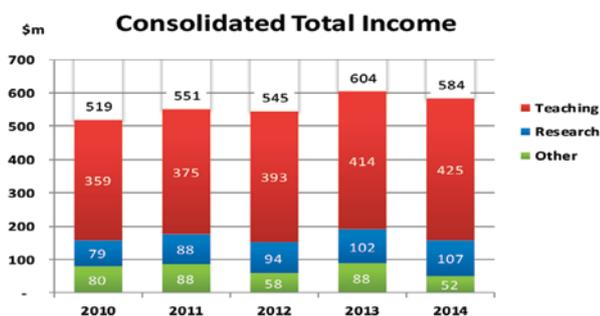
## Summary Statement of Financial Position

	2014	2013	2014	2013
Current Assets	391.9	377.0	389.6	374.6
Non-current Assets	1,256.8	1,187.1	1,258.6	1,189.6
<b>Total Assets</b>	<b>1,648.7</b>	<b>1,564.1</b>	<b>1,648.1</b>	<b>1,564.2</b>
Current Liabilities	145.7	156.9	145.8	157.0
Non-current Liabilities	493.8	426.1	493.8	426.1
<b>Total Liabilities</b>	<b>639.5</b>	<b>582.9</b>	<b>639.6</b>	<b>583.1</b>
<b>Net Assets</b>	<b>1,009.2</b>	<b>981.2</b>	<b>1,008.5</b>	<b>981.1</b>

## Summary Statement of Cash Flows

	2014	2013	2014	2013
Net Cash Flows from Operating Activities	48.2	90.1	47.8	92.0
Net Cash Flows from Investing Activities	(41.4)	(74.1)	(40.9)	(72.4)

Safety Margin: Operating Result after Income Tax ÷ Operating Income



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## Financial Summary

In 2014 UniSA delivered another solid financial result, with a consolidated surplus of \$29.7 million (compared with \$71.6 million in 2013) which equates to 5.1 per cent of operating income (11.8 per cent in 2013). The \$41.9 million decrease in the operating result was due to a decrease in capital grants with \$11.5 million of capital grants received in 2014 compared to \$47.7 million in 2013.

Consolidated operating income was \$584.2 million, with growth in both teaching and research income. Consolidated expenses grew by \$21.9 million (4.1 per cent) with employee related expenses growth explaining the majority of the increase.

The consolidated financial position remains sound, with cash and cash equivalents totalling \$316.9 million at 31 December 2014 (\$310.1 million in 2013). Consolidated net assets increased by \$28.0 million to \$1,009.2 million, largely as a result of an increased property, plant and equipment (\$9.9 million) and cash balance (\$6.8 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 2014 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 2014, 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 2014 of \$34.8 million in unspent funds, a \$0.7 million decrease from the \$35.5 million deferred in 2013.

*See Financial Statements, page 51.*

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## The Year in Review

In 2014 the University of South Australia began to put in place all the initiatives that were highlighted in our action plan, *Crossing The Horizon*. These are the actions that outlined our direction for the next few years, to shape our future and to be a true University of Enterprise.

While we were shaping our future and positioning ourselves to be nationally and internationally competitive, we were chalking up some big wins.

### Young and successful

The University climbed higher in the Times Higher Education (THE) World University Rankings, moving from 340 in 2013, to 290 in 2014. QS ranked UniSA as Australia's youngest university in the top 50 of world universities under 50 years and in the top 10 of universities aged under 25.

We were also ranked in the world's top 100 (at number 69) in the Times Higher Education's Engineering and Technology subject rankings for 2014-15.

### Creating new knowledge

Our primary focus continues to be creating new knowledge and disseminating it through our graduates. The professional education of our students is paramount and, in 2014, the *Good Universities Guide* ranked us as number one in South Australia for the employment rate of our graduates and number one for overall student satisfaction.

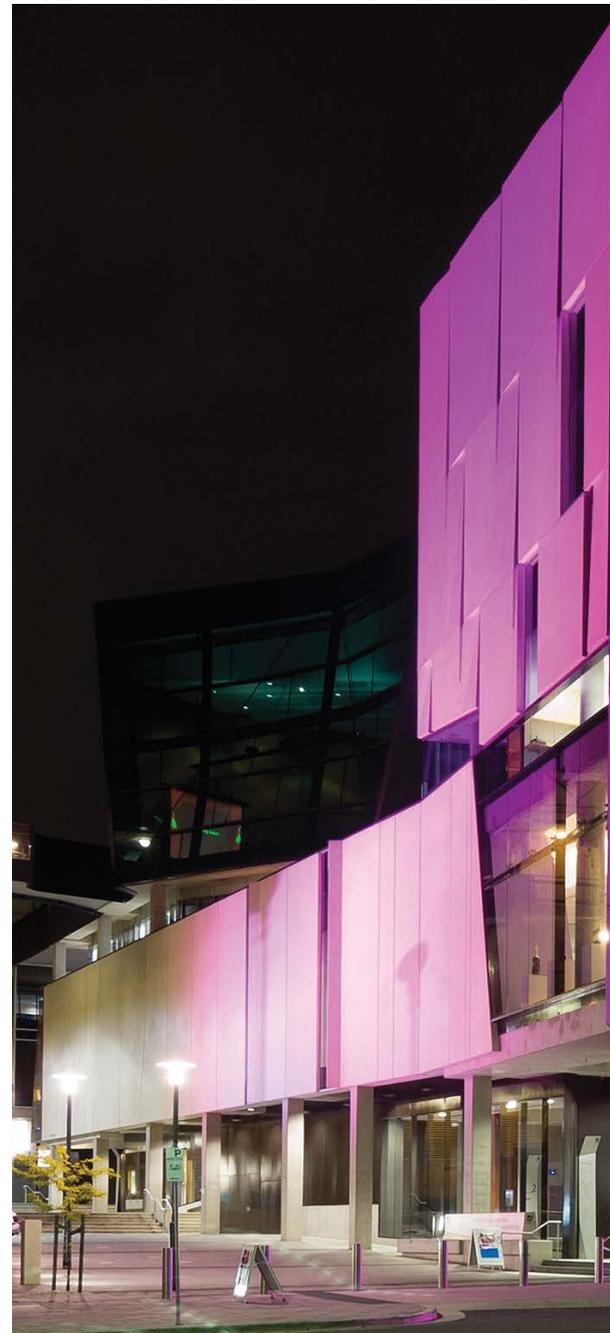
The Australian Government's 2013 *MyUniversity* website agreed. They rated us as South Australia's leading University for graduate careers. More than 90 per cent of 2013 graduates who went on to full-time employment were employed in a professional occupation within four months of completing their degree.

And those graduates keep on working. In the 2014 Centre for World University Rankings, UniSA was ranked number six nationally for the indicator, Alumni Employment. This is measured by the number of University alumni who currently hold CEO positions at the world's top 2000 public companies relative to the University's size.

### Our work continues

We're continuing the good work, only more so. *Crossing The Horizon* outlined seven action steps we would take to deliver the goals we set ourselves.

With these actions we will have the global connections to industry and the professions; we will conduct informed, interdisciplinary and relevant research and our graduates will have the knowledge and enterprise necessary to drive national and international economies.





## 7 promises we made and how we kept them

In 2014 the University of South Australia began to put in place all the initiatives that were highlighted in our action plan, *Crossing The Horizon*, focusing on the actions that we will take to shape our future and to be a University of Enterprise.

*Crossing The Horizon* outlined seven action steps we would take to deliver the goals we set ourselves.

Action Set 1: Enhanced educational offerings and an outstanding student experience

Action Set 2: Industry and end-user informed research, supporting an industry relevant curriculum

Action Set 3: Increased human capital in the classroom and increased efficiencies beyond

Action Set 4: Transformational infrastructure enriching the fabric of our institution

Action Set 5: Engagement with society beyond the classroom and campus

Action Set 6: A globally visible University with global reach and leverage

Action Set 7: Key enablers and supports

## ACTION SET 01

# Enhanced educational offerings and an outstanding student experience

UniSA 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.

In 2014 the University continued a review of our programs and courses. The Curriculum Innovation Process defined and strengthened our program offerings to allow us to focus on enhancing and innovating the programs we have and developing new programs that align with our areas of expertise.

This now becomes a series of annual, data driven conversations with each school – led by the Provost and Chief Academic Officer – on its programs and courses, disciplines, the student experience, facilities and the academic and professional workforce profile. It will focus on improving teaching quality; program and course profiles and efficiency; student engagement, satisfaction and graduate outcomes; digital learning approaches and the academic workforce.

A comprehensive upgrade of our online learning system is enabling ongoing curriculum innovation, and is giving us better insight into student engagement with learning activities and resources.

### Division Milestones

#### The Business School

- The Business School had its EQUIS accreditation renewed for a further three years. EQUIS, the EFMD Quality Improvement System, is the European-based world recognised quality standard for business schools and UniSA has held its accreditation for more than 10 consecutive years.
- The Business School's MBA program was awarded the Graduate Management Association of Australia (GMAA) Five Star rating for the seventh consecutive year in 2014 and was ranked fourth nationally in the 2013 *Australian Financial Review* BOSS MBA ranking.

#### The Division of Education, Arts and Social Sciences

- The Division of Education, Arts and Social Sciences organised for postdoctoral research fellows from the Hawke Research Institute to mentor high achieving undergraduate students in summer research training placements. This led to excellent outcomes in student retention in research-based higher degrees. The Division also established a system of Academic Student Representatives to enable greater student engagement with the Program and School decision-making process and has established the annual student-nominated Teacher Excellence Awards.

#### The Division of Health Sciences

- The Division of Health Sciences received accreditation for the Bachelor of Clinical Exercise Physiology and the Graduate Diploma in Clinical Exercise Science which gives the University the state's only Exercise and Sports Science Australia (ESSA) accredited programs. The Division also consulted widely with industry leaders and external stakeholders and developed the novel Masters by Research (Population Health Practice) and Graduate Certificate in Population Health Practice.

#### The Division of Information Technology, Engineering and the Environment

- The Division introduced a new first year course in Design Thinking and Digital Innovation, preparing students to be more innovative and giving them the skills to not only work in organisations but to create their own companies.
- The School of Natural and Built Environment Program Director Terence Lam and two NBE students (with one Architecture and Design student) collaborated with students and lecturers at the University of Oklahoma to win the first prize at the 2014 Associated Schools of Construction Regional Competition in Texas. This was the second year running that UniSA was part of the winning team in a contest which tests the construction industry skills of university students.
- We introduced a full semester industry internship option (13.5 units) embedded in fourth year for all students in BEng Mechanical and BEng Electrical & Electronic. The first students will commence in 2015.

#### UniSA College

- The UniSA College reached over 1,000 students studying enabling programs and developed online resources for Physics, Chemistry, Maths Studies and Biology to assist with successful engagement with university study for current students and transition to undergraduate programs for secondary school students.
- The UniSA Connect team utilised current expertise in the University to develop new experiential learning programs for secondary students such as geocaching using location data provided by satellites.

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**Delivered:**

Enhanced program offerings

Upgraded online learning system

Extended EQUIS accreditation

HRI mentoring for high achievers

SA's only ESSA-accredited Clinical Exercise Science program

New Design Thinking and Digital Innovation course

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## It wasn't all about study

### UniSA Sport

In 2014 we launched UniSA Sport with new clubs and new team uniforms and a new focus on rounding out the student experience so that students could also have a little fun.

We sent almost 120 UniSA students, coaches and team managers to the 2014 Australian University Games in Sydney and they took out the first top 10 finish in our 23 year history. UniSA was placed 10th overall at the Games with the men's volleyball team successfully defending their 2013 title as Division 1 National University Champions.

### Gear Up 2014

Gear Up 2014 was an epic end to O-Week, with local club DJs, a No Noise Nightclub, food trucks, roving street performers, secret chill-out spaces and Adelaide artists and designers on board to transform the campus into a festival lover's dream.

The line-up featured big-name national acts like San Cisco, Alpine, Pond, Miami Horror DJs and Deep Sea Arcade, as well as local acts The Killgirls, Tkay Maidza, BottleRockets, Valkyries, Dead End Friends and local DJs. PLUS, X Factor Australia 2013 winner Dami Im opened the whole festival.

### Brekky Bar

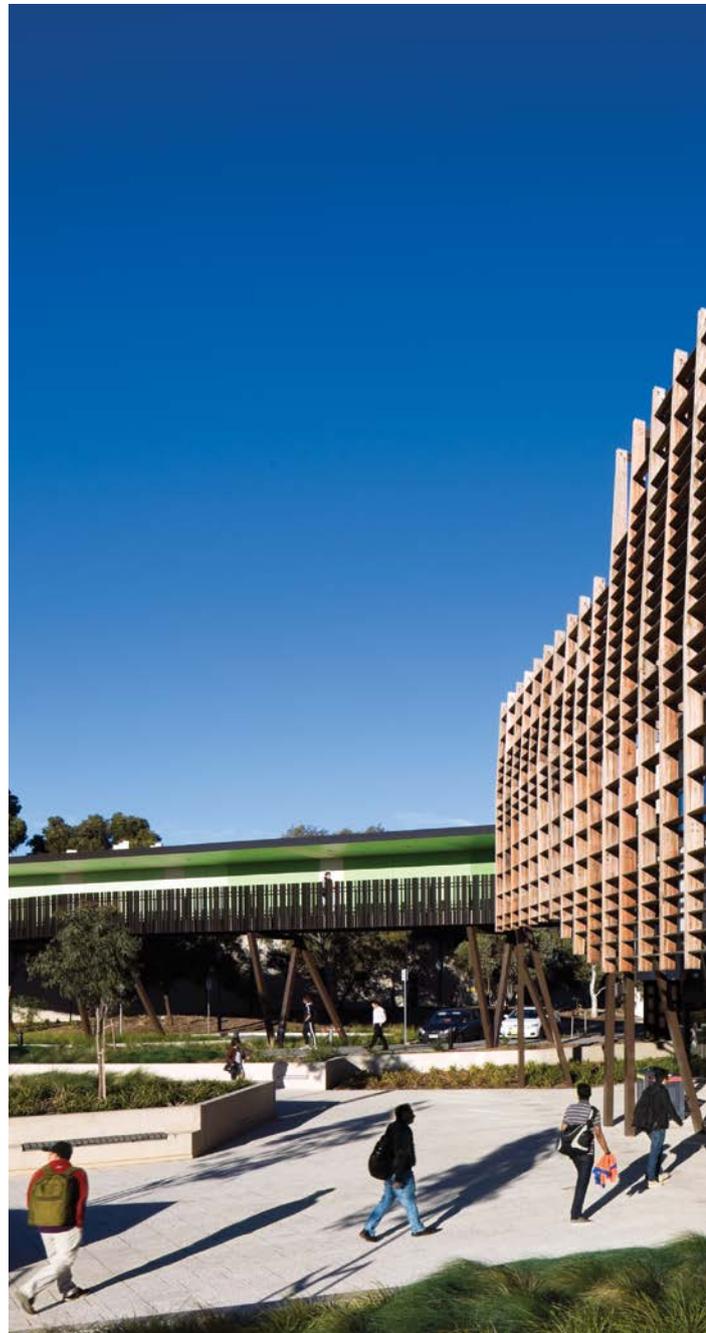
Brekky Bar is a weekly event on metropolitan campuses where students can purchase a \$1 breakfast, hang out with friends and start the day right. Brekky Bar offers tasty toast and spreads, a variety of cereals, lots of milk options, as well as juices and seasonal fruit.

### UniBazaar

UniBazaar is UniSA's very own campus market. It brings together great food, unique stalls with everything from vintage fashion, gifts, baked goods, and entertainment that lights up City West.



*Brookman Building, City East campus*



*MM Building, Mawson Lakes campus*



*Høj Plaza, City West campus*



*O-Week, Magill campus*

## ACTION SET 02

# Industry and end-user informed research, supporting an industry-relevant curriculum

UniSA committed to 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.

Some impressive hires and a series of powerful partnerships saw UniSA make great strides towards our research goals in 2014.

We began by appointing one of Australia's most highly recognised scientists, physicist **Professor Tanya Monro**, to lead the University's Research and Innovation portfolio and to help create new partnerships to develop new knowledge and solutions in our core disciplinary strengths.

**Professor Pat Buckley**, was appointed to lead the support and engagement of research students in the redefined role of Dean of Graduate Studies.

Oncologist **Professor Ian Olver AM**, a renowned cancer researcher and bioethicist and formerly Chief Executive Officer of the Cancer Council of Australia, was appointed as the new Director of the Sansom Institute for Health Research. Professor Olver leads the Institute's ambitious program of health research which ranges from cancer treatment to genetic and infectious diseases, nutrition and exercise, population health and epidemiology and the early origins of adult health.

Sociologist and author and expert in Islam and society, **Professor Riaz Hassan AM** was appointed to head UniSA's International Centre for Muslim and non-Muslim Understanding within the Hawke Research Institute.

### Major grants received

**In February the Centre for Cancer Biology received \$6.67 million to advance leukaemia research.**

**In June we earned more than \$5.3 million for industry-partnered research from the Australian Research Council (ARC).**

**In October we won \$6.8 million in funding from the National Health and Medical Research Council to fund innovative health research.**

### Powerful partnerships

With more than 2,000 industry and professional partnerships, new partnerships we formed in 2014 included:

- **Hewlett-Packard** to develop and launch a new four-year honours degree program in IT and business informatics and to couple leading edge training and education with internships in HP for students during the course of their studies;
- **Hills Limited** to put South Australia at the forefront of innovative product design and technology expertise for a wide range of industries, from aged care and health to security and safety;
- **Seeley International** to boost students' understanding and experience of engineering in the commercial context;
- **The Centre for Cancer Biology** to research genomics and personalised medicine; and
- **The Port Adelaide Football Club** to develop high performance in sport.

### Commercial ventures

In 2014 ITEK Ventures (ITEK) evaluated 55 technology invention disclosures from UniSA for commercial application. ITEK achieved eight new licence deals, invested in two new companies (HeliostatSA Pty Ltd and AbRegen Pty Ltd), and helped raise investment capital of \$9.2m for its investee and spin-out companies. ITEK also provided \$626,000 to protect University intellectual property and support University R&D projects, assisted in raising over \$4.7 million of contract R&D and grants for the University, and delivered 13 commercialisation and IP presentations/workshops for university staff.

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

- ITEK in partnership with LeSun Pharmaceuticals in China granted a sub-licence to Yabao Pharmaceuticals for the clinical development of a broad-spectrum kinase inhibitor developed by Professor Shudong Wang (Division of Health Sciences) for the treatment of cancer. Yabao is a significant pharmaceutical company in China that has large-scale product development and manufacturing capabilities. Under the licence, considerable pre-clinical work will be undertaken by LeSun Pharma, in collaboration with Professor Wang's group at UniSA, and Chinese product manufacture and clinical trials will be managed by Yabao. The total potential value of the deal is \$5m.
- ITEK has continued to support Cohda Wireless Pty Ltd as it makes significant progress in the development of its 'connected cars' technology. The core IP supporting this technology was developed from research conducted at UniSA's Institute of Telecommunications Research. In April 2014 Cohda achieved a significant milestone as part of the consortium to win the General Motors business for its car-to-car technology design. Cohda will supply the chip software for GM, via its partner NXP Semiconductors, as well as 11 applications that sit above that and provide functionality for the vehicle. Cohda has established offices in Munich and in Michigan to support the GM design win and respond to this rapidly developing connected cars market.

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**Delivered:**

Highly-recognised academics to lead our research

Partnerships with HP, Hills Limited, Seeley International, SA Pathology, PAFC and more

\$2.5m to investigate diabetes within our Indigenous population

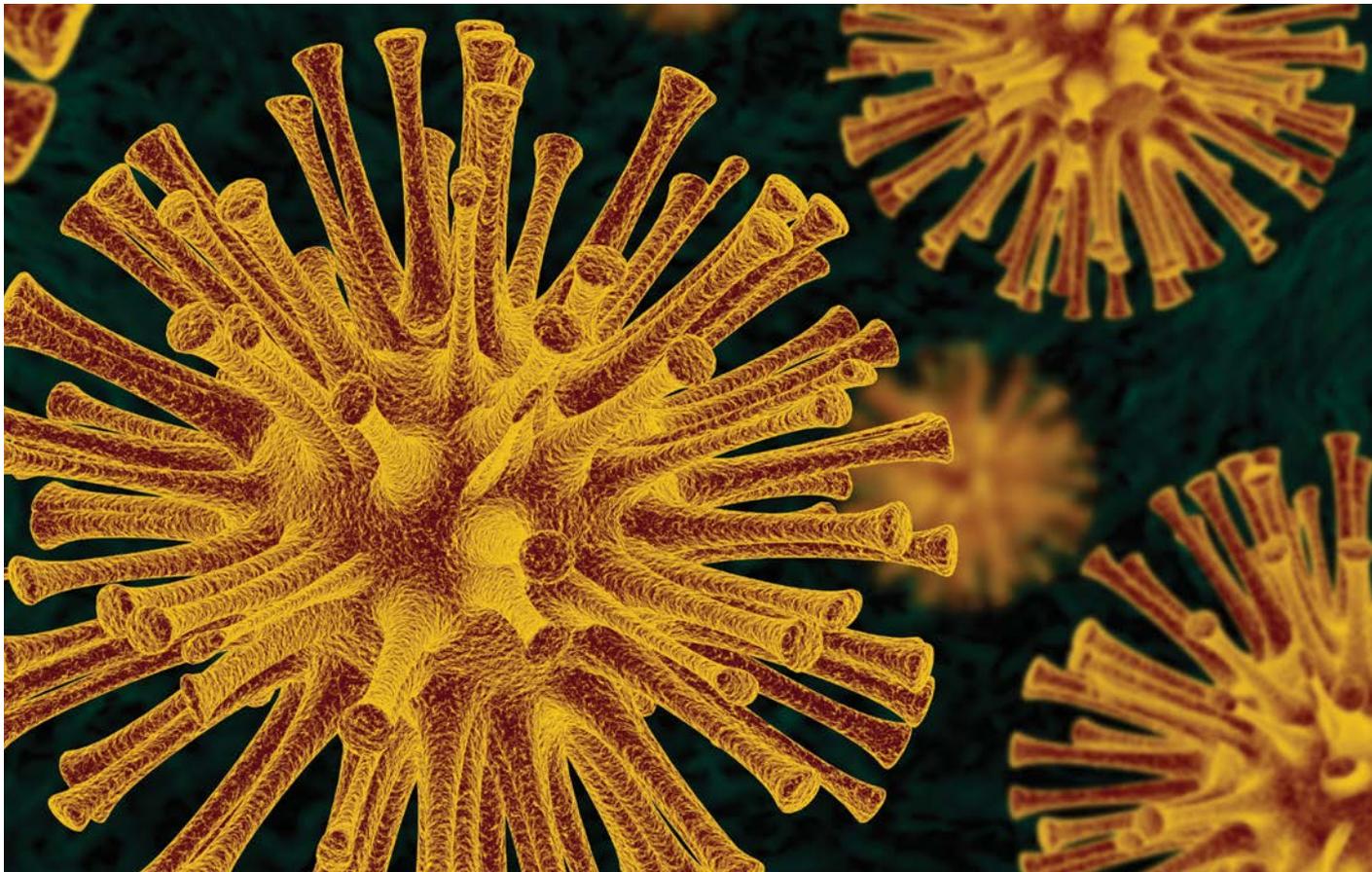
55 technology invention disclosures

8 new licence deals

Connected cars technology development

Data to Decisions Cooperative Research Centre

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Professor Alex Brown, leader of the Wardliparingga Aboriginal Research Unit at the South Australian Health and Medical Research Institute, received nearly \$2.5 million in funding from the National Health and Medical Research Council to lead a large-scale project to investigate Australia's own diabetes epidemic, taking place in the Aboriginal and Torres Strait Islander population.

## Understanding big data

Faster, more accurate critical decision-making for defence and security agencies will be made possible by the University's Data To Decisions Cooperative Research Centre which will manage masses of information gathered from sensors around Australia and throughout the world.

Society creates 2.5 quintillion bytes of data every day from disparate sources, including satellite imagery, social media content, digital pictures, videos and voice recordings, data which cannot be efficiently analysed using traditional data processing applications. Addressing big data challenges

and applying high-performance analytics can make the difference between predicting a threat and reacting to a catastrophic aftermath.

The Data to Decisions CRC will involve researchers in areas of computer science, engineering, business and law from UniSA, the University of Adelaide, University of New South Wales, Deakin University and Carnegie Mellon University, with industry input from IT and systems integration companies, consulting companies and small to medium enterprises in collaboration with state and federal national security agencies.

## **We made the right choice**

The University of South Australia launched a new research institute focusing on decision-making and choice behaviour that brings together the highest concentration of academic expertise in choice behaviour research globally.

The new Institute for Choice partners with UniSA's globally-respected Ehrenberg Bass Institute for Marketing Science and other related research teams at the University to deliver unique understandings of markets, buyer and consumer choice behaviour.

The team will also continue its longstanding academic and applied focus on choice behaviours related to social, environmental, health and other societally relevant issues.

Choice modelling is a sophisticated and complex business science that blends marketing, economics, mathematics, engineering, sociology and psychology. For managers and leaders of modern companies the methodology also provides a multidisciplinary view on how decision making occurs and underpins analysis, for example, of new product development and provision of social services.

The Institute currently hosts seven researchers, including **Professor John Rose** and **Professor Joffre Swait** and is supported by six professional staff which include specialists in survey programming.

It is based in Sydney, providing a presence for the UniSA Business School and the University in the one of Asia Pacific's leading financial hubs, home to a concentration of foreign banks and multinational corporations.

## **The battle against cancer got personal**

In June, UniSA officially launched the Centre for Cancer Biology (CCB) and welcomed around 250 of Australia's top researchers who are working towards a deeper understanding of blood cancers like leukemia.

The CCB is currently one of the top three cancer research centres in Australia and it is considered Australia's leading centre for leukemia research.

The Centre has 21 teams working together to undertake research in a range of cancers including breast, prostate, bowel and lung cancers and melanoma. 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.

The partnership between UniSA and SA Pathology that created CCB combines their research excellence with our expertise in the quality use of medicines, pharmaceutical science and pharmacokinetics research, along with UniSA's recent investment in attracting international research leaders in cancer medicinal therapy and innovative drug formulation.

## **Two outstanding UniSA PhDs named 2014 Fulbright Scholars**

Sadie Heckenberg from the David Unaipon College of Indigenous Education and Research and Suzanne Schultz from the School of Pharmacy and Medical Sciences were awarded prestigious Fulbright scholarships. They were among 31 recipients from across Australia selected through a rigorous process to travel to America for up to eight to 10 months to further their research.

Sadie won the Fulbright Indigenous scholarship which will see her study at the University of Hawaii Manoa, Honolulu, at the Centre for Oral History. Her research aims to address the need to protect Indigenous spoken cultural language.

Suzanne Schultz won the Fulbright SA State Category Postgraduate scholarship which will allow her to study at the Harvard Kennedy School of Government in Massachusetts. Her research focuses on international and inter-sector collaboration in drug development. In particular, her research in the US will consider the impact and effectiveness of proposed models for identifying, developing and commercialising new, or reviving existing, antibiotics.

## **UniSA's Hawke Research Institute won funding for European Union Centre**

The University of South Australia's Hawke Research Institute won a prestigious grant from the European Commission to establish a research centre focusing on the global challenges caused by the increasing displacement of people and communities in the 21st century.

The Hawke EU Centre for Mobilities, Migrations and Cultural Transformations commenced operations in July 2014, under the terms of a \$1.5 million funding agreement in partnership with UniSA.

Being named an EU Centre allows the University to bring to the fore some important collaborations across disciplines at UniSA, but also with key research partners around the world, including the Trinity College Dublin Long Room Hub; the Glasgow Refugee, Asylum and Migration Network; the Mobilities Laboratory, Lancaster University, UK; and a range of other university research groups and with other EU Research Centres in our region.

The Hawke Institute is now one of six EU Centres in Australia and New Zealand.

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**Delivered:**

Institute for Choice

European Commission grant for people and communities research

Global Sensor Network (GSN) voted Technology of the Year 2013

Venture Catalyst initiative

Two new Fulbright Scholars

UniSA beats NASA in innovative technology

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*Jordan Green and Emily Rich from Jemsoft holding their patented intelligent security system (see story below)*



## UniSA's ITR beat NASA for top award

The Institute for Telecommunications Research (ITR) beat some very powerful international competition to win an international award for innovative communications technology.

The Institute's Global Sensor Network (GSN) was voted Technology of the Year 2013 by the Wireless Innovation Forum, a non-profit 'mutual benefit corporation' dedicated to technology innovation in commercial, civil, and defence communications around the world.

The ITR GSN won the award against some strong competition from NASA, which was nominated for a communication system developed for the International Space Station. ITR was chosen on the basis of technology it developed for a satellite communication system which enables cost-effective, remote data gathering and bidirectional communication from very large numbers of sensors.

## We provided new support for businesses

Formed to help unlock the growth potential of Australia's small to medium enterprises, UniSA launched the Centre for Business Growth to deliver world-class programs, innovative tools and break through research to provide executives with the knowledge, skills and resources they need to drive growth and compete in the global marketplace.

Directed by ANZ Chair in Business Growth and Director: Centre for Business Growth Professor Jana Matthews, a renowned business growth expert, the Centre's programs help companies perform at their best, provide value to their customers, create jobs and contribute to the economic health of their communities.

The Centre is also conducting research to identify the key issues that Australian companies are facing that inhibit or can accelerate growth.

## Entrepreneurship at UniSA

The Venture Catalyst initiative leverages the existing educational and support mechanisms at UniSA to complement opportunities for new entrepreneurial ventures with funding. A total of \$825,000 has been committed to the initiative over three years in a collaboration between UniSA and the SA State Government. Student-led ventures apply for up to a maximum of \$50,000 funding in a competitive process that is overseen by an independent selection committee made up of diverse industry experts.

The first round of the initiative was run in August 2014 with two applicants being awarded funds. The first is a company called myEvidence Pty Ltd that is developing a unique software platform for the collection and management of picture and video evidence for use in law enforcement, rental property management and insurance applications. The second is a company called JemSoft Pty Ltd (see photo above) that has developed software that aims to prevent potential criminal attacks against retail businesses.

## Division milestones

### The Business School

- The Business School established an MOU between the University and the City of Unley to provide opportunities for the School to participate in research projects that position the City of Unley as an age-friendly city; postgraduate student placements linked to joint research projects; and an internship program for undergraduate students that aligns age-friendly research with health and wellbeing programs.
- The Ehrenberg-Bass Institute for Marketing Science and the Barossa Co-op will collaborate to enhance business in one of Australia's oldest and finest food and wine producing regions. The Institute's researchers will help the community retail group better understand its customers' needs, provide its customers with improved products and services, and help to market its planned new supermarket development in Nuriootpa. The Barossa Co-op – with over 17,000 members and employing 350 staff – is ranked among the top 50 of Australia's 1800 co-operatives.

### The Division of Education, Arts and Social Sciences

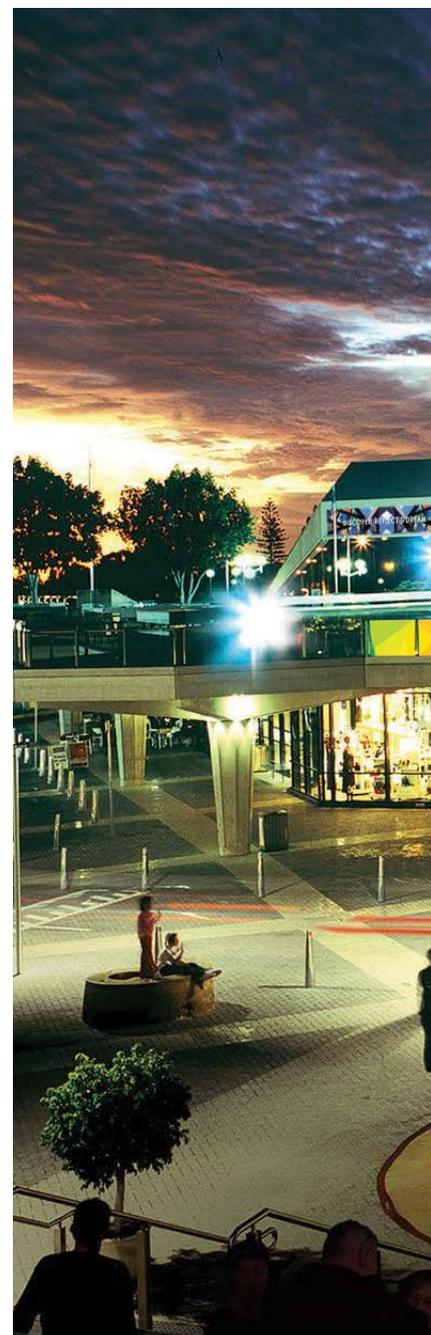
- The Division of Education Arts and Social Sciences launched a new Centre for Social Change, a multidisciplinary centre that critically examines social issues and aims to understand processes of social change.
- Associate Professor Susan Luckman and Dr Jane Andrew received an ARC Discovery Grant of \$315,000 to undertake their research, 'Promoting the making self in the creative micro-economy'.
- The School of Art Architecture and Design saw a number of matchstudio and Design/Build collaborative projects undertaken including the branding for UniSA's Sci|C|Ed Gallery and the Great Hall project in Hindley Street which involved Interior Architecture Honours and Masters students. Other projects included Adelaide Living Lab co-creation workshops, the Scotch College/UniSA Kangaroo Island Learning Centre and the Mt Lofty Botanic Gardens day shelter.

### The Division of Health Sciences

- The Division of Health Sciences released the first Australian report card on physical activity for children and young people, giving Australian kids a D-minus. The report card noted that participation in sport does not mean that children and young people meet the recommended levels of physical activity. The report received international media coverage and was the biggest news story in the history of the Heart Foundation.
- The Division launched the Experimental Therapeutics Laboratory, a partnership with Melbourne-based biotechnology company Sementis. The partnership, based at the City East campus, will work on developing the vaccines of the future.
- The School of Population Health focused their research themes, grant applications and advisory committee memberships to align with the University's strategic research support areas, such as cancer research, and with relevance to the greater Australian health climate such as an ageing population.

### The Division of Information Technology, Engineering and the Environment

- The Division of Information Technology, Engineering and the Environment was awarded funding from the Australian Research Council (ARC) for four Discovery projects in the areas of biomedical engineering, nanotechnology, macromolecular and materials chemistry and data storage. Dr Chia Chen was awarded ARC Early Career Researcher Funding of \$375,000 to develop advanced in vitro tumour models aimed at examining the delivery and transport of diagnostic and therapeutic nanomedicine agents in tumour tissues.
- The University's Institute for Telecommunications Research was awarded \$5 million by the Australian Space Research Program to deliver a complete architecture for remote sensor data gathering via low earth orbit satellites.





The University signed an MOU with the Adelaide Festival Centre Trust to establish the Asia Pacific Centre for Arts and Cultural Leadership. It provides opportunities for the Business School to provide additional training to arts and cultural sector professionals and managers and additional exchange options for students of the Arts and Cultural Management program.

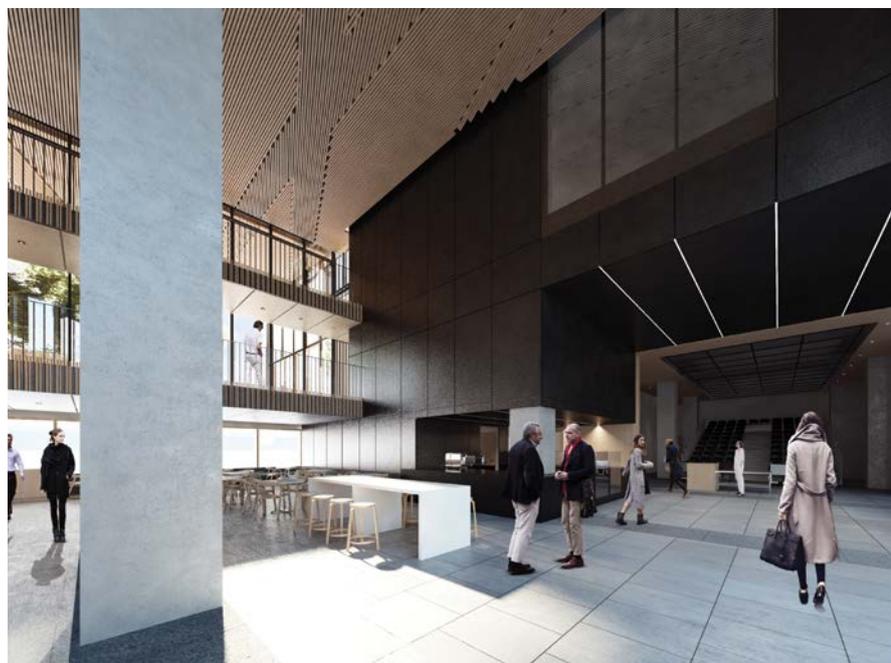
*Professor Markus Stumptner, Director of the Advanced Computing Research Centre (ACRC) and also Program Lead for Data Storage and Management in the Data to Decisions CRC*



*Active Healthy Kids – rating the physical activity of Australia's children*



*The School of Art, Architecture and Design saw a number of matchstudio and Design/Build collaborative projects undertaken, including branding for UniSA's Sci|CEd Gallery and the Great Hall project*



## ACTION SET 03

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# Increased human capital in the classroom and increased efficiencies beyond

UniSA committed to develop a high performing, sustainable workforce, one that is dedicated to the provision of excellence in all its forms.

### New core attributes

The University has identified a unique set of five core behavioural attributes to guide our development as an enterprising workforce and culture. The core attributes of an enterprising UniSA staff member are:

1. Trusted, authentic and self-aware;
2. Provides solutions;
3. Takes the initiative and delivers results;
4. Communicates with impact; and
5. Leads and works well with others.

These attributes, which have been formed from analysis of the core competencies of high performing organisations, of distinct enterprise skills and behaviours, and from feedback from our current staff, have recently been incorporated into all of the University's recruitment processes. Work is underway exploring their application in a wider array of management and staff development processes.

### New teaching academics

In 2014, as part of the University's most recent Enterprise Agreement, UniSA introduced teaching-focused academic positions. Teaching Academic positions are for academic staff who wish to pursue a career in which teaching is their primary focus, and who are committed to leading innovation in their discipline, division and beyond. These new roles will enable our best teachers to spend more time in the classroom, and provide a pathway to promotion to professorial level.

### Hiring great staff

In our Strategic Action Plan, we committed to hiring only great staff – and we did. Some greats will push our research agenda including Professors Tanya Monro, Pat Buckley, Ian Olver and Riaz Hassan.

Other significant appointments included:

- Dr Laura-Anne Bull was appointed to the newly created role of Pro Vice Chancellor Student Engagement and Equity. Her remit is to create and maintain a student-centred approach to education at the University;
- Professor Wendy Lacey, an internationally recognised expert in Australian public law and human rights, was appointed Dean and Head of the UniSA Law School;
- Professor Stephen Dobson was appointed the new Dean and Head of the School of Education;
- Professor Jana Matthews was appointed the ANZ Chair in Business Growth and Director of the Centre for Business Growth within the Business School;
- Professor Matts Anderson, considered one of the world's top 50 material chemists, will lead University staff and students in developing future technologies under a \$1 million State Government research fellowship;
- Professor Sharad Kumar, Chair of Cancer Biology and Research Professor of Cell Biology was appointed as one of two co-Directors of the Centre for Cancer Biology, along with Professor Angel Lopez;
- Former OzAsia Festival Director Jacinta Thompson took on the role as head of the Bob Hawke Prime Ministerial Centre.

### UniSA's top teachers in 2014

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**Seven of UniSA's top teachers were recognised nationally with Citations for Outstanding Contributions to Student Learning.**

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The University received three citations – for two individual teachers and one for a teaching group – as part of the Australian Awards for University Teaching, administered by the Federal Government's Office for Learning and Teaching.

UniSA's awardees were:

- Dr Maurizio Costabile from the School of Pharmacy and Medical Sciences received recognition for sustained commitment to educating undergraduate immunology students through supportive, engaging and innovative teaching approaches that facilitate learning.
- Ms Eileen Giles, from the School of Health Sciences, won her award for leading the creation of authentic resources and sustained use of simulation in supporting and enhancing clinical skill development for radiation therapy students.
- The team of Dr Patricia Kelly – Division of Information Technology, Engineering and the Environment, Ms Diana Collett – Learning and Teaching Unit, Dr Elena Sitnikova – School of Information Technology and Mathematical Sciences, Ms Elizabeth Smith – School of Natural and Built Environments and Ms Mei Siaw-Sim – School of Management – won their award for developing inclusive teamwork in engineering and ICT: embedding a transdisciplinary, scaffolded, contextualised approach which improves local and international students' collaboration skills and global competencies.

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**Delivered:**

New core behavioural attributes for staff

New teaching-focused academic positions

Three citations in the Australian Awards for University teaching

Teaching and Learning grants for health sciences

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*ANZ Chair in Business Growth and Director: Centre for Business Growth, Professor Jana Matthews*



## Division milestones

### 2014 UniSA Awards for Teaching Excellence

Dr Karma Pearce - School of Pharmacy and Medical Sciences

- For the development of a sustainable, industry-focused curriculum that produces work ready graduates through engaging teaching practice and creative assessment tasks that develop students' knowledge, skills and graduate qualities.

Wellbeing in Higher Education team: Dr Deborah Price and Associate Professor Faye McCallum - School of Education

- For establishing a multidisciplinary, research-informed Wellbeing Education curriculum, pedagogy and practice of local, national and international significance that connects students, academics, educators and the community.

Dr Peter Balan - School of Management

- For sustained, systematic research and evaluation of teaching and learning activities to continuously improve collaborative learning approaches and innovations which enhance engagement in entrepreneurship education for undergraduate and postgraduate students.

### 2014 UniSA Citations for Outstanding Contributions to Student Learning

Dr Sheridan Gentili - School of Pharmacy and Medical Sciences

- For reflective curriculum development through the analysis of student performance data and partnership with external online learning and teaching providers.

Mr Damian Madigan - School of Art, Architecture and Design

- For an outstanding contribution to the engagement of architecture students with real world design projects and industry-leading processes, through practice-based teaching.

### UniSA Indigenous Education Teaching Award

ITEE Indigenous Content Team: ICUP Tutoring Team, Ms Andrea Duff, Mr Mark Osborne, Dr Diana Quinn and Course Coordinators: ITEE Foundation 1st Year Courses

- For recognising and understanding Indigenous Australian culture in STEM professions

## ACTION SET 04

# Transformational infrastructure enriching the fabric of our institution

UniSA committed to deliver and renew 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.

- In 2014 we commenced design on our new **Health Innovation Building** which will feature innovative digital infrastructure, such as augmented reality apps, touch screens, open data platforms, projectors and sensor networks to allow interaction internally between fellow researchers and externally from the wider public. The building will eventually house the Science|Creativity|Education Studio (Sci|C|Ed), the Centre for Cancer Biology, Allied Health Clinics and the ICT Innovation and Collaboration Centre;
- We commenced design on our new **Great Hall**, the new heart of the University which will include sports facilities, a swimming pool, graduation and examination facilities. It will be designed by a global design team led by South Australian firm JPE Design Studio in association with Norwegian architecture firm, Snøhetta, working on its first Australian project, and SA's own JamFactory;
- We launched the \$37 million **National Research Network**, a high speed fibre optic network that links state research and educational institutions, including universities, CSIRO and hospitals locally and nationally and provides Australian researchers with the capability to collaborate more extensively.

### Division milestones

#### The Division of Education, Arts and Social Sciences

- The Division of Education Arts and Social Sciences opened the new **Cognitive Neuroscience Laboratory**, a 270 square metre space which provides research facilities housing two laboratories for neurophysiological studies (one with a Faraday cage to prevent external electromagnetic interference from interfering with neural recordings). There are six testing rooms for behavioural experiments and workspace for around 20 graduate students and postdoctoral fellows.

#### The Division of Health Sciences

- The Division of Health Sciences opened a **Clinical Educator Centre** in Adelaide's northern suburbs. The Centre provides computing, clinical skills and audio visual resources. It replicates best teaching facilities from the City East campus and enables connectivity for students to other campuses.
- The Division also relocated the **School of Population Health** to the new South Australian Health and Medical Research Institute (SAHMRI) in the new health precinct.
- The Division also opened a new **High Performance Exercise Physiology Clinic** which, besides being an infrastructure development, also offers an innovative approach to providing services in the areas of clinical exercise physiology, rehabilitation and physical performance testing.



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**Delivered:**

Tender for new Health Innovation Building and Great Hall

New Cognitive Neuroscience Laboratory

Clinical Educator Centre

High Performance Exercise Physiology Clinic

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**Jeffrey Smart Building opened**

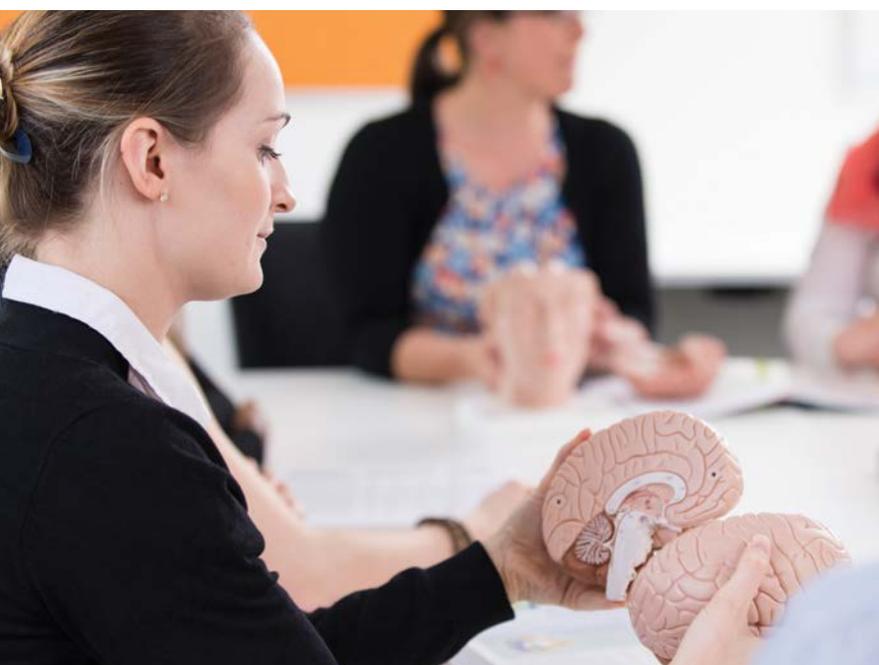
We opened the \$85 million Jeffrey Smart Building, a cutting-edge facility which provides teaching and learning spaces, access to library resources and an integrated range of student support services.

The building facilitates our 'flipped classroom' approach, a blend of online and face-to-face learning, and contains around \$8 million of innovative technology.

The building opened in April 2014. In the first week of its opening we hit nearly 21,000 user hours, which means the building was full of students using the building's Wi-Fi, computers and library resources.

*(Picture) Movies at Jeffrey's, a series of free movies screened at the Jeffrey Smart Building, launched in May 2014. Students packed the courtyard to enjoy a special premiere of The Hunger Games along with free popcorn, fairy floss, food and drinks.*

*The new High Performance Exercise Physiology Clinic*



*The new Cognitive Neuroscience Laboratory*



*Inside the Jeffrey Smart Building*



## ACTION SET 05

# Engagement with society beyond the classroom and campus

UniSA committed to building on its strong social mission and commitment to the communities it serves, adding value to the economic and social environment of our society.

In 2014 the University launched its Reconciliation Action Plan (RAP) to strengthen our commitment to improving education and life opportunities for Aboriginal and Torres Strait Islander Australians. We were the first University in South Australia to launch our own RAP which was developed by staff and students in consultation with Aboriginal and Torres Strait Islander leaders, organisations and communities. It details a suite of actions the University will take across the broad areas of respect, relationships and opportunities.

Among the actions we committed to was:

- Installing an official Acknowledgement of Country on each campus to complement the existing reconciliation stones;
- Commissioning a Kurna shield for ceremonial use at University graduations;
- Establishing working relationships with Aboriginal and Torres Strait Islander professional organisations; and
- Updating the University's Indigenous Employment Strategy to outline how the University will reach a two per cent Indigenous employment target.

### Further strengthening our ties with our community

- A few weeks after the RAP was launched, we opened South Australia's first Aboriginal and Torres Strait Islander Alumni Chapter, the Deadly Alumni.
- The University's Disability Action Plan 2014-2018, which outlines our inclusive approaches to supporting staff and students with a disability, was launched.
- We became the first ever education partner of the much loved festival of music and culture WOMADelaide by sponsoring the festival's sustainability talks program – the Planet Talks – at Botanic Park in March.
- We are a key partner of the iconic Adelaide Festival; and a Festival and Cultural Partner for the OzAsia Festival.

### New Chair for the SAMSTAG Board

The Honourable Amanda Vanstone was appointed Chair of the Anne and Gordon Samstag Museum of Art Board at the University of South Australia.

Currently a director on the Port Adelaide Football Club Board and a public broadcaster with ABC Radio National's 'Counterpoint' program, Ms Vanstone was a long-serving Liberal Senator for South Australia from 1984, and held senior ministerial portfolios in the Howard Government. She retired from the Senate in 2007.

Ms Vanstone brings considerable experience to her new role, following her 23-year career in politics and her subsequent three-year posting to Rome as Australian Ambassador to Italy.

### VC joined EDB

University of South Australia Vice Chancellor Professor David Lloyd was appointed to South Australia's Economic Development Board (EDB) in a move to refresh the board and focus its efforts on job creation.

### We offered an outstanding public lecture series

The Bob Hawke Prime Ministerial Centre had a bumper year with more than 65 individual events attended by more than 13,000 people.

Standouts were

- the 2014 Annual Hawke lecture, *'From the Great War to the Asian Century'*, delivered by defence expert, Professor Hugh White AO;
- the 2014 Nelson Mandela Lecture, *'Making Partners of Enemies – The Irish Peace Process'*, delivered by Mary McAleese, former President of Ireland;
- *'Mind Change: How digital technologies are leaving their mark on our brains'*, presented by Baroness Susan Greenfield; and
- *'A Satirists Journey'*, co-presented with Amnesty International by Bryan Dawe.

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**Delivered:**

SA's first University Reconciliation  
Action Plan

New Disability Action Plan

First education partnership  
with WOMADelaide

Outstanding public lecture series

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*Performers Stephen 'Gadlabarti' Goldsmith and  
Robert 'Kardi' Taylor at the Deadly Alumni launch*



## We focused the community on art

In 2014 the Samstag Museum presented five exhibition 'seasons', comprising a total of eight exhibitions, four of which were original projects created by the Museum, including:

- a major solo exhibition, *Field Recordings*, featuring Samstag Scholar Shaun Gladwell in partnership with the Australian War Memorial;
- Luminous Cinema a complement to the Wesfarmers travelling exhibition *Luminous World*;
- Roy Ananda's large sculptural installation channelling science fiction, fandom and the boundaries between 'high' and 'low' art; and
- Mooi Indie – Beautiful Indies, Indonesian Art Now for the 2014 Oz Asia Festival.

As the principal venue for the third biennial Adelaide International exhibition, the Samstag presented the 2014 Adelaide Festival exhibition *Worlds in Collision*. Developed by highly experienced UK-based curator, Richard Grayson, this inventive exhibition suggested new ways of modelling and imagining the world, mapping the edges of what is known and investigating the potential of what might lie beyond.

## And showed art after dark

In late 2014 the University's Samstag Museum of Art in partnership with the JamFactory and Mercury Cinema launched ART AFTER DARK West End. Every Thursday night Adelaide's West End now comes alive as cultural organisations across the precinct extend their opening hours and host a number of special 'Thursday night' events.



## We discussed music with Lloyd Cole

The Hawke Research Institute (HRI) launched a partnership with the Museum of Old and New Art (MONA) to establish a public conversation series in music and the arts. The HRI presented celebrated UK singer/songwriter Lloyd Cole in Adelaide and with MONA in Hobart, where he appeared in conversation and performed live to sold out audiences.

## We gave kids a taste of space

More than 1000 local school students had the rare opportunity to hear from one of the world's leading space pioneers during his visit. At a special event prior to receiving his Honorary Doctoral award, Maj Gen Bolden shared his inspiring story with a captivated audience, urging the young students to reach for the stars.

## And we put 127 years of political history on display

In December the University became home to one of the biggest archival collections relating to the Downer family and its role in our nation's political and social history over 100 years.

The Alexander Downer Collection, including papers, newspaper clippings, letters, photographs and even personal memorabilia, was launched by former Prime Minister the Hon. John Howard OM AC and will be permanently displayed in the Jeffrey Smart Building.

The collection provides a consolidated record of the contribution made by Mr Downer, his father Sir Alick Downer, and his grandfather Sir John Downer to South Australian and Australian politics and to world affairs.

## In other news

- We stopped smoking. Our campuses put out their last butt on World No Tobacco Day in May.
- We started a bus service. The Campus Connector, with wireless onboard, runs on the hour between the Magill and Mawson Lakes campuses.
- We got hoodies. And T-shirts and sportswear. We launched a brand new University-branded clothing range that was designed and selected with help from students.

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**Delivered:**

A new James Morrison jazz academy

High-speed fibre optic cables to Mount Gambier

Alexander Downer collection launched

Art After Dark launched

Smoke-free campuses

Campus Connector

UniSA merchandise

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*Luminous World – Contemporary Art from the Wesfarmers Collection at Samstag Museum of Art 2014. Photograph by Alex Kwong.*



## Education beyond the city

Because we're the University of South Australia for all of South Australia we are focused also on developing our connections to the cities of Whyalla and Mount Gambier.

### New high speed internet access for the regions

We installed high-speed fibre optic cables to Mount Gambier and Whyalla. Supporting a 1000 times increase in internet speeds – from 10 megabits per second to 10 gigabits per second – this state of the art telecommunications infrastructure makes our students amongst the best connected in any regional city in Australia. This new capability will bring our digital learning strategy – which blends online and face-to-face teaching – to regional students by giving them access to the same curriculum, the same resources and the same academics as students in the city.

### James Morrison Academy @ UniSA

We launched the James Morrison Academy at UniSA in Mount Gambier in a partnership with jazz supremo, James Morrison, the State Government and with the Mount Gambier City Council.

This new partnership has resulted in a new, innovative jazz program where students won't just learn about music but they will also learn from some of the greats, how to actually make music.

### A new learning centre in Mount Gambier

We recently broke ground on our new \$12.5 million learning centre at Mount Gambier that will revolutionise students' learning experience. The new building is scheduled to open in early 2016 and will have space for greater student numbers and open up opportunities to offer more UniSA programs.

### Community collaboration in Whyalla

In Whyalla the University Department of Rural Health (UDRH), along with the State's Education Department, Local Council and Health Services, were shortlisted for a \$1 million Community Collaborative Grant to help tackle social challenges in the city and improve the health, wellbeing and education outcomes for children and young people. This is the only shortlisted program in South Australia and one of only 11 across the nation.

## We pushed new boundaries in sport

The University of South Australia has been a long standing supporter and Premier Sponsor of the Santos Tour Down Under. In 2014 the University marked its 14th anniversary sponsoring the iconic sporting event, the southern hemisphere's elite cycling event and first stop on the UCI World Cycling Tour. More than 700,000 people lined the streets of metropolitan and regional South Australia to watch the six stages of the race.

UniSA also continued as lead sponsor for one of South Australia's most popular school activities, the Australian HPV (Human Powered Vehicle) Super Series.

Known to many South Australians as the Pedal Prix, the annual series of events is designed to develop competitors' teamwork, technological and engineering skills, enterprise and fitness and health. The UniSA Australian HPV Super Series involves more than 500 teams and draws up to 35,000 spectators to the Murray Bridge 24-hour endurance race.

Healthy lifestyles, teamwork, hard work and collegiate competition are all qualities that UniSA values and supports and that extends to our continuing sponsorship of the Head of the River Regatta currently held at West Lakes and involving junior coxed quadruple sculling events over 1,000m and 1,500m as well as senior coxed four and eight races over 2,000m.



## UniSA brings luminaries into its own community

**UniSA awards its highest honour to those people who have made outstanding contributions in public service or service to the University, or in recognition of distinguished contribution in a field of academic endeavour.**

In 2014 Honorary doctorates were conferred upon:

- Professor Mary McAleese, former President of Ireland and a key partner in the peace building discussions that led to the historic Good Friday Agreement in 1998.
- Dame Quentin Bryce AD CVO BA. LLB, former Australian Governor-General, lawyer and human rights advocate.
- Professor Peter Høj MSc PhD DUniv FTSE President and Vice-Chancellor of the University of Queensland, former Vice-Chancellor and President at the University of South Australia.
- Major General Charles Frank Bolden Jr the current Administrator of NASA, a retired United States Marine Corps Major General, and former NASA astronaut.
- Dr Wolf Blass AM, winemaker who created Wolf Blass Wines, one of the most successful and awarded wineries in Australia.
- Dr Anne Summers AO, best-selling author, journalist, political activist and thought leader with a long career in politics, the media, business and the non-government sector.
- Dr Jane Goodall DBE, primatologist, ethnologist, anthropologist, humanitarian, conservationist and UN Messenger of Peace.
- Dr Vinton Gray Cerf, Vice President and Chief Internet Evangelist for Google and the man said to be the father of the internet and still one of its savviest futurists.
- Professor Brian Burdekin AO, the first Federal Human Rights Commissioner for Australia and international advisor to many National Human Rights Commissions in Asia, Africa and Central and Eastern Europe.
- Sir Terence Pratchett OBE (1948-2015), English author of novels of comic fantasy, the second most-read writer in the UK, and seventh most-read non-US author in the US.
- UniSA also appointed the distinguished American sociologist, Professor Charles Lemert (Yale University USA) as the first Vice Chancellor's Professorial Fellow within the Hawke Research Institute.

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**Supported:**

Santos Tour Down Under

Pedal Prix

Head of the River Regatta

Honorary doctorates: Charles Bolden,  
Wolf Blass, Terence Pratchett

Continued success of BodyinMind.org

South Australia Aboriginal Sports  
Training Academy

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## Division milestones

### The Business School

- The Business School established sponsorship partnerships with the Committee for Economic Development of Australia (CEDA) to deliver the CEDA Women in Leadership series for business and government executives which helps to advance the debate on gender equality and workforce diversity issues.
- We also began a partnership with the Australian Institute of Company Directors (AICD) to deliver an annual Leaders Edge Lunch seminar series for CEOs and Directors.

### The Division of Health Sciences

- The Division of Health Sciences saw the continued success of BodyinMind.org, the web and social media presence of UniSA's Body in Mind research group maintain its place as the most influential web and social media presence internationally in the pain field. Several international research leaders in the field were integrated into the BodyinMind.org editorial team linking UniSA with University College London, Oxford University, Johns Hopkins University, Milano-Bicocca University and London's Brunel University.

### The Division of Information Technology, Engineering and the Environment

- The Division of Information Technology, Engineering and the Environment funded a project being run by the local Northern Councils to implement the State Manufacturing Works strategy.
- Within a number of Community Service learning projects involving students from across the University, one was with the Yalata Community in the far north of the State. Students undertook an audit of roads and drainage in the community and helped write a grant proposal which resulted in a \$50,000 grant from the Federal Government to develop the project.
- In collaboration with the International Space University (ISU), the Division graduated 35 national and international students from the *Southern Hemisphere Summer Space* program.

### UniSA College

- The College partnered with the South Australian Aboriginal Sport Training Academy to focus on education and development for secondary school students through sports engagement.
- They also partnered with the Adelaide Thunderbirds Netball Club to provide enriched learning opportunities for Aboriginal students in partnership with the South Australian Aboriginal Sports Training Academy.

Head of NASA Major General Charles Bolden Jr, was awarded an Honorary Doctorate of the University



The Planet Talks, WOMADelaide



Former President of Ireland Professor Mary McAleese, also received an Honorary Doctorate



WOMADelaide



## ACTION SET 06

# A globally visible University with global reach and leverage

UniSA committed to building enduring and mutually beneficial relationships with its global alumni and international partners.

- In March 2014 the University launched its Global Engagement Strategy which set out our ambitions for UniSA's global reach and reputation. It included the development of globally active and capable students and the growth of our international student population.
- We created new collaborations and built fresh initiatives on existing partnerships with universities and research organisations in China, Japan, Indonesia, Korea, the United Kingdom, Ireland, Belgium, Germany, the United States, Brazil and many other countries.
- We launched a new sustainable model for delivery of UniSA programs overseas featuring a new partnership in Singapore with the M2 Academy where we opened a purpose-built new campus in Singapore's CBD and launched a suite of new degree programs.
- We explored new collaborations in Hong Kong and China and relaunched our 20-year partnership with Hong Kong Baptist University with a suite of innovative degrees and 20 new jointly-funded scholarships.

### UniSA students lead in New Colombo Plan success

Three of the University of South Australia's best and brightest students – Mitchell Francis, Michelle Howie and Anthony Randell – have been selected to receive scholarships that will take them across Asia to broaden their skills, education and cultural knowledge, under the Australian Government's New Colombo Plan (NCP) Scholarships Scheme for 2015.

From a highly competitive national field of applicants, the students won support to undertake study as well as an internship. The scholarships are worth up to \$67,000 each.

A first year Bachelor of Engineering student, **Michelle Howie** was awarded the top Korea NCP award, the Korea Fellowship. She will study at South Korea's most prestigious science and technology institution – KAIST – and is hoping for an internship at Samsung.

Construction Management and Economics student, **Mitchell Francis**, who was raised in Jabiru in the Northern Territory, will head to Malaysia in 2015 to study at the University of Malaya in Kuala Lumpur. He intends to undertake an internship in Malaysia with Rider Levett Bucknall, the world's largest independent quantity surveying firm where he is currently employed in Australia.

Bachelor of Environmental Science student, **Anthony Randell** who is passionate about the power of community engagement, will study at the University of the South Pacific in Fiji. He is keen to learn about the environmental problems faced, and remediation actions being taken, in the Pacific island and the region and is hoping for an internship with NatureFiji-MareqetiViti.

### UniSA's alumni grew from strength to strength

We made a commitment to connect and reconnect with our global alumni and we launched an alumni engagement plan under the Global Engagement framework. Additionally we introduced a new UniSA Alumni Association Chapter in China, and enhanced existing alumni activities in the UK/Europe, Malaysia, Singapore and Hong Kong and in Australia.

### Notable new scholarships

The largest privately funded scholarship for international students ever afforded to the University of South Australia will see more than 100 students benefit from \$500,000 funding, to be allocated across a four year period to 2018. The funding will assist international students to study at UniSA and will be provided by the International Student Entrepreneurship Capital company, established by businessman Raymond Wang.

Funding amounts will be divided into 100 undergraduate scholarships, 10 Masters scholarships and five entrepreneurial prizes valued at \$10,000 each.

The international Masters and international undergraduate scholarships are designed to attract international students from Hong Kong, Singapore, Malaysia and China to study at UniSA, while the entrepreneurial prizes – to be made available to UniSA international students and alumni – will assist recipients to set up new, innovative businesses in South Australia, with links to the Chinese market.

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**Delivered:**

Global Engagement Strategy

Three new Columbo Plan scholars

New Alumni Association Chapter in China

MOU with Keio University

New offshore psychology and nutrition and food science degrees

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*New Colombo Plan Fellowship recipient, Bachelor of Engineering student, Michelle Howie will study in South Korea*



## Division milestones

### The Business School

- Internationally-renowned wine maker, Dr Wolf Blass AM, is investing in the future of wine marketing and industry innovation. In 2014 he announced a 10-year program of research scholarships at the University of South Australia's Ehrenberg Bass Institute for Marketing Science worth \$350,000. The first of five two-year scholarships will be available from 2015.

Awarded over the next 10 years to foster the development of expertise in wine marketing strategy and wine consumer behaviour in Australia, the scholarships will support students undertaking Masters level research. Each scholarship will include a \$30,000 annual stipend plus \$5000 a year to support the students' research investigation.

### The Division of Health Sciences

- In the Division of Health Sciences, the School of Pharmacy and Medical Sciences reached agreement with HKBU to deliver the Nutrition and Food Science degree on site in Hong Kong. The School also established an agreement with Shandong University in China for delivery of the Masters in Research (Pharmaceutical Science) and implemented a suite of articulation agreements with programs in Hong Kong, Singapore, Sri Lanka and Malaysia.
- The Heads of Schools in the Division explored opportunities among universities in Myanmar that prepare health professionals, for a Fellowship program in Medical Radiation and Physiotherapy and other disciplines. The application to the Department of

Foreign Affairs and Trade, in collaboration with the Universities of Adelaide and Sydney, lead to funding of more than \$750,000 to fund 25 Fellows in 2015.

### The Division of Education, Arts and Social Sciences

- The Division of Education, Arts and Social Sciences signed an MOU with Keio University in Japan to strengthen its connections with Japanese researchers with common interests in Hawke Research Institute research theme disasters. A three-day conference, *'States of Emergency: the emotional costs of global disasters and regional emergencies'*, was funded by the Japan Foundation and in association with Chiba University and Keio University.
- The Division initiated a promising research connection with a trans-Indonesian consortium on memory, oral traditions and heritage.
- The Research Centre for Languages and Cultures formed and will host a new international research consortium, *'Diversities, Affinities and Diaspora'* including university departments in the United States, Sweden and South Africa.
- The University of South Australia's Asia Pacific Centre for Work Health and Safety hosted the *2014 ICOH-WOPS Congress* on behalf of the Asia Pacific network of Psychosocial Factors at Work.
- An offshore version of the Bachelor of Psychological Science was established and will be taught at Hong Kong Baptist University (HKBU) by local teaching staff in collaboration with UniSA Psychology staff.

## ACTION SET 07

### Key enablers and supports

UniSA committed to its governance and administration being efficient and effective with a strong commitment to a culture of service excellence.

Some major initiatives were undertaken to modernise and simplify the systems we use to run the University efficiently, to cut waste, to empower people and to bring about the cultural change we need to deliver the services we offer.

#### **Enterprise supports adopt one team approach**

In a major shift for the University, the ambition for end-to-end service provision and the reduction of red tape saw a series of new enterprise support plans brought forward from the human resource, finance, marketing, information services (library and IT) and research functional areas.

The intent of these plans is to better integrate and streamline the delivery of our core services across the institution, deliver effectively to end users, and ensure our teaching, research and professional staff are best supported to achieve our ambitions.

Effective in October 2014, the five support functions were functionally aligned, blending divisional areas with central units so that each functional area adopted a 'one team' approach to service delivery. Each service area now reports up the line to the relevant director; finance functions report through the line to the Director of Finance, communications and marketing functions to the Director of Communications and Marketing and so on. Each support area produced its own enterprise support plan which established very clear sets of priorities and actions for the service they provide and which aligns to meeting our *Crossing The Horizon* ambitions.

#### **A new budget model**

Development of the new budget model is a priority for the University to support the long-term financial sustainability of UniSA in an increasingly demand-driven and deregulated environment and to position UniSA to deliver on future initiatives outlined in *Crossing The Horizon*.

During 2014, the University transitioned to the new budget model with full operation of the model from the beginning of 2015. A One Team approach to budgeting and resource allocation was adopted within the University. An allocation model was implemented with a focus on targeted resource allocation, certainty of funding to areas and cost management. The new budget model enables the University to align financial resources with strategic investments across the University.

Key features of the new budget model include reducing red tape and alignment of reporting structures while adopting a whole-of-university consistency of accounting treatment.

#### **An office to coordinate strategic projects**

To increase the overall effectiveness and impact of all our strategic activities, we created the Office of Strategic Programs (OSP) to provide guidance, leadership, training and tools across the University for the active management, coordination and delivery of strategic projects.

The OSP functions as a business partner to a range of senior managers across a number of strategic projects. It provides the necessary tools, approaches, advice and engagement strategies to ensure the highest value return on our investment with the lowest achievable risk.

An agreed One Team Project Framework will provide a best-practice approach to project management through the phases of initiation, planning, implementation and closure.

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**Delivered:**

- New enterprise support plans
  - New budget model
  - New Strategic Programs Office
  - Consolidated business programs
  - Improved ARC Grant application success rates
- 

*Elizabeth Smith, Program Director, School of Natural and Built Environments was recognised nationally with a Citation for Outstanding Contributions to Student Learning as part of the Australian Awards for University Teaching*



## Division milestones

### The Business School

- In 2014, the Business School consolidated its undergraduate program offerings into three families: Bachelor of Business; Bachelor of Commerce and Bachelor of Laws. This consolidation of undergraduate programs, and streamlining of coursework program governance model, has significantly reduced the amount of red tape and number of committees required for approvals. This streamlined approach has enabled the Business School to develop a new framework for customer service delivery to Program Directors and undergraduate students for implementation in 2015.

- The Division also reduced complexity by integrating the staff of the International Graduate School of Business into the UniSA Business School, enabling students of the Master of Business Administration and Master of International Business programs to access thought-leaders within the UniSA Business School, and the University more broadly.

### The Division of Education, Arts and Social Sciences

- The Division of Education, Arts and Social Sciences improved ARC Grant application success rates through improved internal support to applicants and access to expert external consultant services.

### The Division of Information Technology, Engineering and the Environment

- The Division of Information Technology, Engineering and the Environment increased their focus on quality Higher Degree by Research (HDR) supervision and improved the research culture with the School of Information Technology and Mathematical Sciences recording 25 HDR completions and winning three university medals.

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## Governance and 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

Dublin-born and educated in chemistry and specialising in computer-aided drug design, Professor Lloyd joined the University at the beginning of 2013, re-focusing it as a University of Enterprise and shaping its activities to better meet the challenges of the 21st century.

Globally connected and engaged in helping solve the problems of industry and the professions, the University is now building partnerships that will ensure it remains at the cutting-edge of creativity and new knowledge.

In May 2014 Professor Lloyd was appointed to the South Australia Economic Development Board (EDB) to establish the networks between education, research and industry that will transition the South Australian economy into one of innovation and growth.

Before joining the University, Professor Lloyd was Bursar and Director of Strategic Innovation at Trinity College Dublin, one of Europe's oldest and most prominent universities. He had also been Dean and Vice President of Research at Trinity and was concurrently the inaugural Chair of the Irish Research Council.

He 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.

Professor Lloyd has published extensively in related fields in high impact international journals while generating significant grant income. He is a Fellow of the Royal Society of Chemistry.



Back row (l to r): Andrew Friebe, Bruce Linn, Professor Leanna Read, Professor Rick Sarre, Pauline Carr, 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. Inset: (from June 2014) Lia Lawrie, Jay Joseph



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## Governance and 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 Dr Craik was appointed Acting Full Time Commissioner with the Productivity Commission. Prior to this, she 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 Mr Evans was a partner with Minter Ellison and was its managing partner for several years. He 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).

### [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.

### [Mr Eric Granger](#)

#### Member appointed by Council

FUnISA, FAICD

*Term of appointment: until 20 February 2015*

With a background in management, marketing, sales and customer service in retail operations of member based organisations, small business and the health and travel industries, Mr Granger 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 Pauline Carr](#)

#### Member appointed by Council

BEC (ANU), MBA, FAICD, FFGIA

*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 Ms Carr 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.

### [Ms Miriam Silva](#)

#### Member appointed by Council

*Term of co-opted: until 20 February 2015*

Ms Silva has more than 20 years' experience across multiple industries including pharmaceuticals, banking and agribusiness managing large and geographically diverse teams. From July 2014 she was Acting Chief Executive of TAFE SA.

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

### [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 was International Education Adviser attached to the University City Project with the Department of Premier and Cabinet.

Previously Ms Nagel 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*

Professor Read is Chief Scientist of South Australia. She 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. Professor Read 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.

#### [Professor Pat Buckley](#)

##### **Member of Academic Staff**

*Term of appointment: until 31 December 2015*

Professor Buckley was the Director of the Sansom 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. In July 2014 she was appointed the University's Dean of Graduate Studies.

A biochemist-turned-physiologist by training, Professor Buckley 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.

Ms Sutherland 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, she had worked in politics over a 15 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*

Mr Thomas 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.

Mr Thomas brings five years of business administration experience, organisational leadership and board experience. His role as President and Chair of the USASA Board has involved leadership

and governance of the organisation, as well as student advocacy and inter and intra organisational negotiation.

#### [Mr Andrew Friebe](#)

##### **Student Representative**

*Term of appointment: until 19 June 2014*

Mr 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.

Mr Friebe 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. He is currently a member of the 'Next Generation' committee of the Real Estate Institute of South Australia.

#### [Ms Lia Lawrie](#)

##### **USASA President, Student Representative**

*Term 19 June 2014 to 31 December 2015*

Lia Lawrie is a third year UniSA student undertaking a double degree in Social Work and International Relations, with an interest in undertaking further study in areas of social justice.

She is a passionate advocate for quality tertiary education, and as a result was elected to be the USASA vice president, and Magill Campus representative in 2013 as well as being elected to being a part of the National Union of Students' serving as part of the National Executive for the 2014 term.

#### [Mr Jay Joseph](#)

##### **USASA Postgraduate Student Representative**

*Term 19 June 2014 to 31 December 2015*

Mr Joseph is a PhD scholar in the School of Management examining human values and decision making in sustainable business. He is a Masters and Honors graduate from Victoria University of Wellington, and moved to Adelaide in 2013 to complete his PhD research.

Areas of experience include business and business management which includes leading a call centre for several years, working in a variety of business development and support roles, and currently owns and operates a research consultancy. Skill areas also include teaching and research in the areas of value theory, decision making, moral philosophy and sustainability.

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## 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.

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## 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

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## Senior Management Group

### [Professor David Lloyd](#)

#### Vice Chancellor and President

Professor David Lloyd joined the University in 2013, helping to drive and shape its efforts towards solutions that will drive growth and generate benefits to society. Professor Lloyd's work forging local and global partnerships and appointment to the South Australia Economic Development Board (EDB), has been integral to this end, ensuring the University remains cutting-edge and relevant in the years to come.

Educated in chemistry and specialising in computer-aided drug design, and Fellow of the Royal Society of Chemistry, Professor Lloyd holds a Bachelor of Science (Honours) in Applied Chemistry and a PhD in Medical Organic Chemistry from Dublin City University, his home town. Prior to joining the University, he was Bursar and Director of Trinity College Dublin, and had also been Dean and Vice President of Research at Trinity.

### [Professor Allan Evans](#)

#### Provost and Chief Academic Officer

Professor Evans took up the role of UniSA's inaugural Provost & Chief Academic Officer in 2013, after serving for five years as Pro Vice Chancellor in the Division of Health Sciences. Before that he was Head of the School of Pharmacy & Medical Sciences. Originally a pharmacist, his research career has focussed on investigating ways of improving the use of medicines in humans, and he has worked with multiple pharmaceutical companies across the world to help bring new pharmaceutical products onto the market in critical areas such as malaria, kidney disease, chronic pain, cancer and cardiovascular disease. As a researcher and former Director of UniSA's Centre for Pharmaceutical Research, Professor Evans held a string of NHMRC/ARC grants for over 20 years before moving into full time university administration. He has published over 100 journal papers that have over 1,400 literature citations. He currently services as a Director for CPR Pharma, a spin-out company he helped form in 2008.

### [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 Tanya Monro](#)

#### Deputy Vice Chancellor: Research and Innovation

Professor Tanya Monro took up the role of Deputy Vice Chancellor Research and Innovation in November 2014.

The ARC Georgina Sweet Laureate Fellow at the University of South Australia, Professor Monro was the inaugural Director of the Institute for Photonics and Advanced Sensing (IPAS) from 2008 to 2014 and was also the inaugural Director for the ARC Centre of Excellence for Nanoscale BioPhotonics (CNBP) at the University of Adelaide.

Professor Monro is a Fellow of the Australian Academy of Science (AAS), the Australian Academy of Technological Sciences and Engineering (ATSE) and the Australian Institute of Physics. She is a member of the Prime Minister's Commonwealth Science Council (CSC), the AAS National Committee for Physics, South Australian Economic Development Board, where she chairs the Science, Innovation and Commercialisation subcommittee and a member of South Australia's Riverbank Authority. She is a member of the SA Premier's Science & Industry Council, and is Chair of the Council of the National Youth Science Forum (NYSF). Professor Monro is also an inaugural Bragg Fellow of the Royal Institution of Australia (RiAus).



*(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. Inset: Dr Laura-Anne Bull (left), Professor Tanya Monro*



### [Professor Richard Head](#)

#### **Deputy Vice Chancellor: Research and Innovation**

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.

### [Professor Robert Vink](#)

#### **Pro Vice Chancellor: Division of Health Sciences**

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 the School of Medical Sciences.

### [Professor Marie Wilson](#)

#### **Pro Vice Chancellor: UniSA Business School**

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**

*Until 30 September 2014*  
*Acting in the role of Pro Vice Chancellor for the Division of Education, Arts and Social Sciences from September 22, 2014 was Professor Kurt Lushington Head of School (Psychology, Social Work and Social Policy) and Head of the Discipline of Psychology.*

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 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 Rob Short](#)

#### **Pro Vice Chancellor: Division of Information Technology, Engineering and the Environment**

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.

*Acting in the role of Pro Vice Chancellor for the Division of Information Technology, Engineering and the Environment from 17 December 2014 was Associate Professor Brenton Dansie Dean of Teaching and Learning within the Division of Information Technology, Engineering and the Environment.*

### [Professor Larry Lockshin](#)

#### **Pro Vice Chancellor: Strategy Coordination**

*Until 17 September 2014*  
Professor Lockshin's role was 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 and distribution. He also supervises research in marketing related to consumer choice, packaging and retailing.

### [Dr Laura-Anne Bull](#)

#### **Pro Vice Chancellor: Student Engagement and Equity**

Dr Laura-Anne Bull joined the University in September 2014 as Pro Vice Chancellor: Student Engagement and Equity. Dr Bull is responsible for leading initiatives to ensure that students are fully engaged and supported, not only in their learning, but also in their university experience.

Dr Bull earned her PhD in Chemical Engineering from the University of Strathclyde, Glasgow in 1998. She began her career as a process engineer for Zeneca Agrochemicals (now Syngenta) and as lead process engineer was responsible for the design and commissioning of new plants.

Two years later, she returned to university teaching as a lecturer in Chemical and Process Engineering at Strathclyde where she was also fully engaged in student pastoral support, PhD supervision, and a range of academic operational groups from undergraduate recruitment to faculty school liaison.

In 2011, she moved to the Australian National University to take on the role of Deputy Registrar – Student Services where a year later she was appointed Registrar – Student Services and then the Registrar Student Life in February 2014.

### [Mr Paul Beard](#)

#### **Chief Operating Officer**

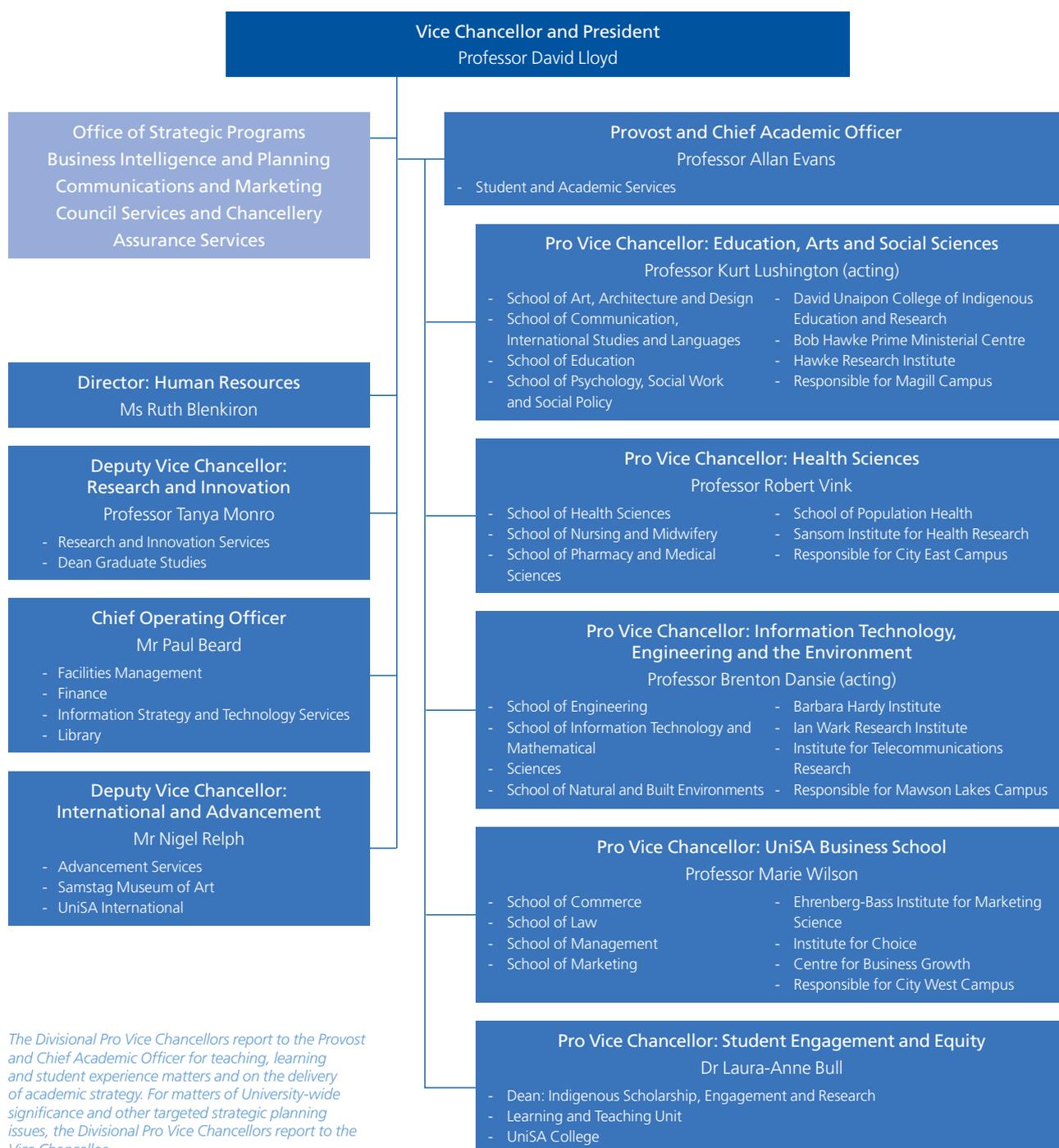
Mr Beard was first appointed to UniSA in 2001 as Executive Director and Vice President: Finance and Resources. In November 2009, he took up a new role at UniSA as Chief Operating Officer with overall responsibility for Facilities Management, Finance, Information Strategy and Technology Services and the Library.

### [Ms Ruth Blenkiron](#)

#### **Director: Human Resources**

Ms 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



*The Divisional Pro Vice Chancellors report to the Provost and Chief Academic Officer for teaching, learning and student experience matters and on the delivery of academic strategy. For matters of University-wide significance and other targeted strategic planning issues, the Divisional Pro Vice Chancellors report to the Vice Chancellor.*

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# 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](http://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.

# FINANCIAL STATEMENTS

## Statement of Comprehensive Income

For the year ended 31 December 2014

	Consolidated		University	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Revenue from continuing operations</b>				
<b>Australian Government financial assistance</b>				
Australian Government grants	258,406	294,222	258,406	294,222
HECS-HELP - Australian Government Payments	109,624	104,990	109,624	104,990
FEE-HELP	7,607	6,079	7,607	6,079
SA-HELP	2,733	2,609	2,733	2,609
State and local Government financial assistance	10,576	12,628	10,481	12,435
HECS-HELP - Student payments	12,681	13,702	12,681	13,702
Fees and charges	116,260	110,312	116,260	110,312
Investment revenue	13,905	15,151	13,833	14,925
Royalties	347	325	102	126
Consultancy and contract research	38,266	32,012	38,065	32,192
Other revenue	12,518	13,910	12,904	13,942
<b>Total revenue from continuing operations</b>	<b>582,923</b>	<b>605,940</b>	<b>582,696</b>	<b>605,534</b>
Gains/(Losses) on disposal of assets	1,234	(1,808)	1,020	(328)
<b>Total income from continuing operations</b>	<b>584,157</b>	<b>604,132</b>	<b>583,716</b>	<b>605,206</b>
<b>Expenses from continuing operations</b>				
Employee related expenses	349,978	338,030	348,593	336,539
Depreciation and amortisation	32,146	31,732	32,132	31,714
Repairs and maintenance	19,670	14,274	19,667	14,273
Other expenses	153,454	147,972	155,047	149,144
Bad and doubtful debts	429	468	429	468
<b>Total expenses from continuing operations</b>	<b>555,677</b>	<b>532,476</b>	<b>555,868</b>	<b>532,138</b>
<b>Operating result before income tax</b>	<b>28,480</b>	<b>71,656</b>	<b>27,848</b>	<b>73,068</b>
Income tax (income)/expense	(1,175)	87	(1,243)	78
<b>Operating result attributable to members of University of South Australia</b>	<b>29,655</b>	<b>71,569</b>	<b>29,091</b>	<b>72,990</b>
<b>Items that may be reclassified to profit or loss:</b>				
Available for sale financial assets valuation gains taken to equity	214	1,315	214	1,315
Available for sale financial assets transfer to profit or loss	(1,888)	-	(1,888)	-
Total	(1,674)	1,315	(1,674)	1,315
<b>Items that will not be reclassified to profit or loss:</b>				
Gain on revaluation of land and buildings	-	17,841	-	17,841
Gain on revaluation of art collection	-	665	-	665
Total	-	18,506	-	18,506
<b>Total comprehensive income attributable to members of the University of South Australia</b>	<b>27,981</b>	<b>91,390</b>	<b>27,417</b>	<b>92,811</b>

# FINANCIAL STATEMENTS

## Statement of Financial Position

For the year ended 31 December 2014

	Consolidated		University	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Current assets</b>				
Cash and cash equivalents	316,932	310,083	314,628	307,676
Receivables	25,980	20,089	26,018	20,194
Deferred Government superannuation contribution	30,100	29,800	30,100	29,800
Other non-financial assets	18,877	16,990	18,829	16,968
<b>Total current assets</b>	<b>391,889</b>	<b>376,962</b>	<b>389,575</b>	<b>374,638</b>
<b>Non-current assets</b>				
Other financial assets	8,170	8,847	10,209	11,575
Property, plant and equipment	803,625	793,722	803,610	793,701
Deferred tax assets	270	251	-	-
Intangible assets	3,145	4,173	3,145	4,173
Deferred Government superannuation contribution	441,588	380,133	441,588	380,133
<b>Total non-current assets</b>	<b>1,256,798</b>	<b>1,187,126</b>	<b>1,258,552</b>	<b>1,189,582</b>
<b>Total assets</b>	<b>1,648,687</b>	<b>1,564,088</b>	<b>1,648,127</b>	<b>1,564,220</b>
<b>Current liabilities</b>				
Trade and other payables	32,099	27,259	32,267	27,512
Provisions	18,443	27,444	18,318	27,203
Current tax liabilities	36	900	21	821
Other liabilities	65,030	71,464	65,050	71,707
Defined benefit obligation	30,100	29,800	30,100	29,800
<b>Total current liabilities</b>	<b>145,708</b>	<b>156,867</b>	<b>145,756</b>	<b>157,043</b>
<b>Non-current liabilities</b>				
Trade and other payables	6,118	5,390	6,118	5,390
Provisions	46,121	40,527	46,121	40,527
Defined benefit obligation	441,588	380,133	441,588	380,133
<b>Total non-current liabilities</b>	<b>493,827</b>	<b>426,050</b>	<b>493,827</b>	<b>426,050</b>
<b>Total liabilities</b>	<b>639,535</b>	<b>582,917</b>	<b>639,583</b>	<b>583,093</b>
<b>Net assets</b>	<b>1,009,152</b>	<b>981,171</b>	<b>1,008,544</b>	<b>981,127</b>
<b>Equity</b>				
Reserves	178,772	180,446	178,772	180,446
Retained earnings	830,380	800,725	829,772	800,681
<b>Total equity</b>	<b>1,009,152</b>	<b>981,171</b>	<b>1,008,544</b>	<b>981,127</b>

# FINANCIAL STATEMENTS

## Statement of Cash Flows

For the year ended 31 December 2014

	Consolidated		University	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
<b>Cash flows from operating activities:</b>				
Inflows:				
Australian Government grants received	375,543	400,541	375,543	400,541
OS HELP (net)	1,248	50	1,248	50
Superannuation Supplementation	28,827	29,679	28,827	29,679
State and Local Government grants	9,696	12,785	9,601	12,592
HECS HELP Student payments	12,681	13,702	12,681	13,702
Receipts from student fees and other customers	124,322	121,389	124,177	121,634
Dividends received	1,730	2,896	1,730	2,896
Interest received	10,350	13,067	10,279	12,841
Royalties	347	325	102	126
Consultancy and contract research	35,074	32,257	34,764	31,373
Other receipts	12,652	11,136	13,042	12,650
GST recovered	9,212	11,109	9,401	11,272
Outflows:				
Payments to suppliers and employees (GST incl)	(573,466)	(558,797)	(573,561)	(557,354)
<b>Net cash provided by/(used in) operating activities</b>	<b>48,216</b>	<b>90,139</b>	<b>47,834</b>	<b>92,002</b>
<b>Cash flows from investing activities:</b>				
Inflows:				
Proceeds from sale of plant and equipment	92	61	92	61
Proceeds from sale of investments	2,963	16	2,963	1,733
Outflows:				
Payments for property, plant and equipment	(42,203)	(73,953)	(42,193)	(73,945)
Payments for investments	(2,219)	(211)	(1,744)	(211)
<b>Net cash provided by/(used in) investing activities</b>	<b>(41,367)</b>	<b>(74,087)</b>	<b>(40,882)</b>	<b>(72,362)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>6,849</b>	<b>16,052</b>	<b>6,952</b>	<b>19,640</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>	<b>310,083</b>	<b>294,031</b>	<b>307,676</b>	<b>288,036</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>316,932</b>	<b>310,083</b>	<b>314,628</b>	<b>307,676</b>



**University of  
South Australia**

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