



Making a Difference

THE 2025 AGENDA

“since neither birth nor fortune have favoured me,
MY ACTIONS SHALL SPEAK TO THE WORLD”

- Matthew Flinders



Ngaiyirda karralika kawingka tikainga yara kumarninthi.

When the outer world and the sky connect with the water the two become one.



This means challenging traditional paradigms and embracing the emerging opportunities. Challenging times require courage, vision and purpose, all of which have been hallmarks of Flinders since its inception 50 years ago. Our namesake, Matthew Flinders, was a man of purpose. When asked why he chose to embark on his incredible voyage of discovery he responded, “I have too much ambition to rest in the unnoticed middle order of mankind”. He was also a man who believed in the importance of actions that “speak to the world” and this commitment is reflected in our new Strategic Plan *Making a Difference – the 2025 Agenda*. It sets out an ambitious vision for Flinders University. One that will harness disruptive technologies and chart a course that takes us to the top 10 of Australian universities and the top one percent in the world.

We live in an era of disruptive change in which the pace of technological innovation is remarkable. Unprecedented access to information is redefining the ways we live, learn and work. As a university, we must rise to the challenge of preparing our graduates for success in a future that will be every bit as dynamic and unpredictable as it is exciting.

Achieving our vision requires strong financial foundations, a shared sense of purpose and a common set of values upon which to build. From these arise the four pillars of our Plan, namely *People and Culture, Research, Education, and Engagement and Impact*. The Plan puts *People and Culture* first since our collective success depends upon the achievements of our people, and it is our culture that will sustain that success into the future.

In *Research* our aim is to be a world leader, contributing knowledge, understanding and practical solutions that will improve lives and benefit society. In *Education*, our paramount focus on student success will be a distinguishing feature of the Flinders Experience. On the road to success, the journey itself matters.

We are therefore committed to fostering a vibrant and engaging university experience including a new student village as a focal point for a residential experience that complements the learning environment.

Productive *Engagement* will be required across a range of networks for us to create the *Impact* that is core to our mission of *changing lives and changing the world*. We will celebrate diversity, strengthen community and government relationships, and expand our global reach through high quality international partnerships. Closer to home we will embrace our role as a catalyst in the knowledge economy, adding value through collaborations with business, industry and entrepreneurs to stimulate economic growth and bring about positive societal change.

Implementing our vision requires a set of specific metrics against which to monitor progress. These will be applied throughout our organisational structures so that all staff can see how their own efforts contribute towards our vision. These metrics will be complemented by a Planning and Accountability cycle that will enable us to recognise achievement and modulate plans to promote continuous improvement.

A shared sense of purpose, together with a common set of values, is fundamental to a successful culture. Following university-wide consultation with staff and students, four core values have emerged – *Integrity, Courage, Innovation and Excellence, and above all an ethos that is Student Centred*. We will continue to consult with staff and students as we articulate how these values will manifest in our day-to-day experiences at Flinders.

I believe that Matthew Flinders would be proud of the achievements made by this University in the 50 years since its creation. *Making a Difference* will build on that legacy, ensuring that we continue to inspire achievement in the decades ahead.

Colin J Stirling
Vice-Chancellor

EXPERIMENT AND
EXPERIMENT BRAVELY.

FOUNDING VICE-CHANCELLOR
PROFESSOR PETER KARMEL



“I have too much ambition to rest in the unnoticed middle order of mankind.”

- Matthew Flinders



VISION

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

MISSION

Changing lives and changing the world.

Our Values and Ethos

Our core values and ethos will be the foundation for our success.

The values of *Integrity, Courage, Innovation and Excellence*, along with the underlying ethos of being *Student Centred*, will together underpin our decision-making and culture.

STUDENT CENTRED

- Focus on student success
- Empower students as partners
- Encourage the student voice
- Provide timely and meaningful feedback
- Celebrate student achievement

INTEGRITY

- Maintain the highest professional and ethical standards at all times
- Be accountable for our actions and follow through on our commitments
- Embrace diversity and promote equity, inclusion and social responsibility
- Treat others with courtesy and respect
- Foster a safe and healthy environment for work and study

COURAGE

- Trust and empower
- Seize opportunities and embrace change
- Learn from experience
- Be open and transparent in our communications
- Pursue critical and open inquiry

INNOVATION

- Solve problems by “thinking outside the box”
- Promote personal enterprise and creativity
- Encourage teamwork and collaboration
- Be responsive and innovative when faced with new challenges
- Actively engage with business and industry

EXCELLENCE

- Strive for excellence in every endeavour
- Commit to quality and continuous improvement
- Celebrate our achievements
- Deliver exceptional levels of service
- Develop future leaders



People and Culture

People are the heart of our University and it is the sum of their achievements that will deliver our vision and future success. Our culture must support and encourage those achievements and must value the positive contributions made by staff, students, alumni and council. Above all, we must always seek to inspire and enable the achievements of others.

Flinders University's heritage of quality, independence and excellence will continue to be a source of strength and competitive advantage. *Making a Difference* builds on these strong foundations and aims to secure our place as a world-leading university.

Our paramount focus on student success will be a distinguishing feature of the Flinders Experience and will be the measure by which we judge the impact of innovations in teaching and student support.

New specialist academic roles will enhance our capacity to deliver exceptional educational programs and provide a career path for the finest educators. These new roles will enable us to increase our investment in outstanding research, building critical mass, and developing research leaders of the future.

Professional staff will contribute to our vision by delivering agile systems, processes and functions that facilitate and enhance our academic mission.

We will champion diversity and equality of opportunity, respecting peoples from all nations, cultures and backgrounds.

We will welcome our engagement with external stakeholders, and cultivate effective partnerships in ways that reflect our obligation of service to our community and to society more broadly.

Our future success will rely on dynamic staff, ready to embrace the challenges and opportunities presented in a rapidly changing environment. It requires a culture of trust and empowerment, built on the bedrock of common values and a shared sense of purpose.

Together we will meet the challenges of a globally competitive environment by maintaining an uncompromising commitment to excellence in everything that we do.

Flinders University will:

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

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

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



student
success

AMBITIOUS

INSPIRING



EXCELLENCE

INDUSTRY
FOCUSED

discovery

Research

The achievements of our researchers will determine our international standing among the world's universities and deliver outcomes that make our world a better place.

Research and creative endeavour have been core to Flinders University's identity since inception.

We will increase our research intensity through targeted investment in areas with potential for significant impact.

Flinders will proactively engage with business, industry, government and non-government organisations to deliver outcomes that promote economic development and change lives for the better.

We will maximise our ability to translate research into innovations for industry and society by commercialising our intellectual property, driving improvements in public policy, and improving professional and personal practices.

The impact of our research will further build our global reputation and create opportunities for strategic international collaborations with high quality partners in academia and industry.

Our research-based students will be equipped at the highest level in their discipline. They will be provided with opportunities to gain experience in business, industry, government and community sectors. Developing personal enterprise and transferable skills will unlock career opportunities well beyond their specific areas of expertise.

Flinders' research will be carried out at the highest levels of ethical standards.

Flinders University will:

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

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

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

“Experiment and experiment bravely.”

Founding Vice-Chancellor Professor Peter Karmel

THOUGHT LEADERS

CULTURALLY AWARE



global citizens

Education

Flinders University will develop creative, enterprising, career-ready graduates prepared to become lifelong contributors to society.

Innovative courses will be led by inspirational teachers, supported by advanced learning technologies, to create a learning experience that is flexible, richly interactive and highly personalised.

Our teaching will embed in every degree program research opportunities that nurture the creativity and critical-thinking skills that will be determinants of success in an information-rich world.

Our clear focus on student success will distinguish Flinders and empower students to achieve to the very best of their abilities, irrespective of their background or individual circumstances.

The Flinders Experience will provide work-integrated learning opportunities and a thriving international mobility program that will enhance personal enterprise and intercultural skills development, enriching the educational experience.

Flinders graduates will be equipped to make a difference in the world as respectful and ethical global citizens.

The achievements of our students and alumni will be the measure by which our success as a provider of world-class education will be judged.

Flinders University will:

- Deliver a richly interactive and personalised approach to learning with a paramount focus on student success
- Be an international leader in educational innovation, advanced learning technologies and learning analytics
- Develop enterprising graduates equipped with the skills required for success in the knowledge economy

Those who embark on the Flinders journey are rewarded with rich new opportunities and experiences.

Engagement and Impact

Our active engagement with business, industry, government and the community is central to our mission to improve lives and to address the needs of society. Effective communication and productive partnerships will expand our capacity to address the significant economic, scientific and social challenges of our age.

Making a Difference requires that our actions have impact whether at local, national or international levels. Maximising that impact requires effective engagement. This means that we listen and we deliver, tackling real-world problems and delivering effective solutions.

Our courses will be informed by the needs of business, industry, healthcare and other public sectors to deliver graduates who meet the requirements of tomorrow's workforce.

Our campus environment will be a catalyst for collaboration and engagement. We will invest in infrastructure that enhances our community and creates a precinct for innovation, enterprise and economic growth.

Our fundamental research will deliver outcomes that change the way in which we understand the world around us. Our knowledge and expertise will also be applied in areas that deliver practical and economic benefits for social good.

Our focus on personal enterprise and work-integrated learning will enhance graduate employability and serve as a vehicle for forming sustainable partnerships with business, industry and other sectors.

Our commitment to education, health and wellbeing in the Northern Territory, and other regional, rural and remote communities, will continue to embody our mission of *Making a Difference*.

We will engage with Indigenous Australians, students, staff and the community to respect Indigenous knowledge systems and perspectives, and to progress Indigenous advancement in education, research, employment and wellbeing.

The achievements of our staff, students and alumni will be celebrated and communicated to the wider community.

Flinders University has a large and growing body of alumni across Australia and beyond; we will create and enable opportunities for our community to contribute to our ongoing success.

By providing thought leadership on matters of local, national and international significance, Flinders will grow in profile and reputation, with an increased ability to speak to the world and make a positive difference.

Flinders University will:

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

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

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

ENTERPRISING

collaborative

The Strategic Plan Architecture



Four pillars of People and Culture, Research, Education, and Engagement and Impact will guide the strategic decision-making and development of organisational strategy and business planning at Flinders University for the next decade.

Building on a foundation of shared values and financial sustainability, the Strategic Plan will introduce a Planning and Accountability cycle to measure and support progress.

Performance indicators (KPIs) and targets at the University Operational Plan level will cascade to Faculty, School and Divisional plans each with agreed KPIs and specific strategic initiatives.

Internationalisation is integrated in everything we do and provides the means by which we can extend our global reach.



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