

# Griffith University Annual Report 2002

Volume One



Foundations for the future

## Griffith University Campus locations

### Gold Coast

Parklands Drive  
Southport  
Qld 4215  
Tel: (07) 5552 8800

### Logan

University Drive  
Meadowbrook  
Qld 4131  
Tel: (07) 3875 7111

### Mt Gravatt

Messines Ridge Road  
Mt Gravatt  
Qld 4122  
Tel: (07) 3875 7111

### Nathan (Administrative Centre)

Kessels Road  
Nathan  
Qld 4111  
Tel: (07) 3875 7111

### South Bank

Queensland College of Art  
226 Grey Street  
South Bank  
Qld 4101  
Tel: (07) 3875 3112

Queensland Conservatorium  
16 Russell Street  
South Bank  
Qld 4101  
Tel: (07) 3875 6111

### Cover

*Foundations for the Future* epitomises the new direction upon which Griffith University embarked in 2002.

Over its 32-year history, the University has deliberately sought to be different from the traditional offerings of other universities and has firmed its position in the marketplace as a reputable alternative.

The bold and sometimes confronting strategic directions outlined in *The Griffith Project* in 2002 (see page 4) will see the University traverse new boundaries, engage with new communities and aspire to new heights.

As reflected in the pages of this report, 2002 was a year of change—a year to establish fresh foundations from which to launch into a new future shaped by the creation and sharing of knowledge.

### Two volumes

The *Griffith University Annual Report 2002* is published in two volumes. Volume One comprises reports on the University's performance and achievements. Volume Two comprises the financial statements and the report on overseas travel.

### Availability

This Annual Report is available from Griffith University, Office of External Relations (telephone: [07] 3875 5477), or at [www.griffith.edu.au/er/news](http://www.griffith.edu.au/er/news)

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# Report to the Minister

Presented to Parliament by Command

The Honourable Anna Bligh, MP  
Minister for Education

I have the honour to present to you,  
on behalf of the Council of Griffith  
University, the Annual Report for 2002.



Ms Leneen Forde, AC  
Chancellor  
April 2003

## Mission

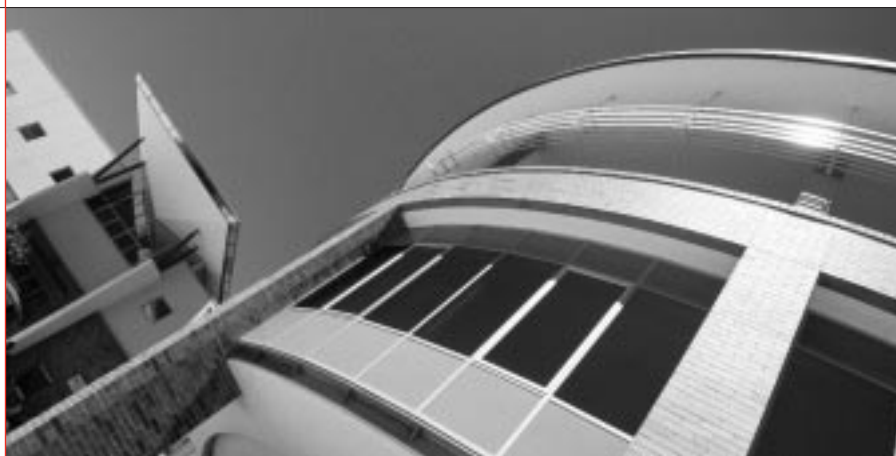
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In the pursuit of excellence in teaching,  
research and community service,  
Griffith University is committed to:

- > innovation
- > bringing disciplines together
- > internationalisation
- > equity and social justice
- > lifelong learning

for the enrichment of Queensland, Australia  
and the international community.

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The year 2002 marked a year of change for Griffith University.

Professor Roy Webb, Vice Chancellor of Griffith University for 17 years, retired in January.

His guidance and vision saw the University grow from a single campus to a multi-campus of more than 28 000 students and with a burgeoning reputation as one of the nation's leading tertiary institutions.

In early 2002, consultation with the Griffith community clearly articulated a strong consensus for the University's future direction. This direction became the University's new strategic plan—*The Griffith Project*—endorsed by the University Council in May. The plan sets new strategic directions and aims to place the University in its rightful position among the top 10 universities in Australia by 2010.

Over a little more than 30 years, Griffith University has forged a reputation for distinction in the way we create, preserve and disseminate knowledge. These qualities remain intact and will continue to underpin the initiatives of *The Griffith Project*. They are reflected in our innovative teaching methods, our leading research, our interdisciplinary approach to knowledge, our student-focused teaching and our community outreach initiatives.

These strengths, coupled with our pursuit of excellence, will position the University more prominently in the public arena.

To give credibility to this claim, *The Griffith Project* sets out indicators against which we can be measured.

A number of key *Griffith Project* commitments have already been realised and progress is outlined in this Report.

Operational plans for the four core areas of Arts and Education, Business and Law, Health and Science, and Administration will underpin our Strategic Plan 2003–2007 to identify clearly our priority areas, targets and performance indicators.

During 2002, our research programs continued to gain national and international prominence, with major funding from both business and industry testament to this fact.

Our rapidly growing international community has demonstrated that Griffith University is a leading contender in 'export education'. During 2002, the University committed to strengthening its already strongly performing area of internationalisation by doubling our participation in this arena by the end of the decade.

The Griffith teaching approach continues to grow to new levels by constantly challenging and probing new quality teaching and learning methods; by finding better ways to evaluate; and by improving offerings and performance.

Similarly, if we are truly to serve a growing and increasingly sophisticated region, Griffith University must increase its academic offerings—while maintaining its unique interdisciplinary ethos. Throughout 2002, Griffith introduced new study areas to cater for more aspirations, and will continue to do so in years to come.

As we embark on another phase of development, I offer my thanks to the University Council, staff and students, and our sponsors and supporters in both the private sector and government for continuing to build a University that sustains the creation and communication of knowledge.

At Griffith University, we aim to meet this honourable objective in new and original ways, to build an institution proud to produce graduates and ideas that challenge the conventional.

Glyn Davis  
Vice Chancellor

**Professor Glyn Davis**  
Vice Chancellor

## Corporate highlights

Professor Glyn Davis, a former director-general of the Queensland Department of Premier and Cabinet, head of the Queensland Public Service and a professor at the University's School of Politics and Public Policy, commenced as the University's third vice chancellor in January 2002.

At March 2002, total student numbers at the University were 27 451 compared with 25 478 in 2001. This is an increase of nearly eight per cent, with all of the University's campuses filling their target numbers.

The University maintained its standing as a leading higher education institution with strong demand for undergraduate courses. As part of the Queensland Tertiary Admission Centre process, the University's first-preference applications were 10 477, which was comparable with applications in 2001.

The University's 'cut-offs' or overall positions (OP), which set the minimum selection rank for entry into a particular course, improved overall: 85 per cent of programs recorded the same or higher cut-offs compared with the figure for 2001.

To meet the community's expanding and diverse needs, the University introduced new undergraduate and postgraduate study areas during the first and second semesters, thereby adding to the University's already extensive academic offerings. Notable inclusions to the new programs were the Master of Environmental Engineering (Off-Shore) and the Master of Suicidology.

After extensive consultation with the University community in early 2002, the University Council endorsed a new strategic plan—*The Griffith Project*—in May 2002. The 10-point plan heralds the start of a new era for the University and sets new strategic directions to position the University in its rightful position among the top 10 universities in Australia by 2010.



1. International students (from left): Anne Moen, Kushal Wijewickrama, May Teh, Kym McDowall. 2. Chancellor Leneen Forde, Nunukul Kunjeil dance group member, Tereek, and Vice Chancellor Professor Glyn Davis, at the Gold Coast land presentation. 3. Vice Chancellor Professor Glyn Davis, at the launch of the University's new brand. 4. Kombumerri Elder Graham Dillon (left), Chancellor Leneen Forde and Gold Coast City Mayor Gary Baidon, at the Gold Coast land presentation.

Implementation of *The Griffith Project* started in June 2002.

In October 2002, Griffith was awarded 22 Discovery project grants as part of the Australian Research Council grants round for 2003. This represented an increase of 22 per cent, positioning the University 11th in the nation—two places up from its 2001 position.

As part of *The Griffith Project*, a major rebranding strategy was rolled out in November 2002. Vice Chancellor Professor Glyn Davis unveiled the strategy to staff by video-link across the University's five campuses. A new advertising campaign, to raise the University's profile in the local market, was also launched in November.

In November 2002, the University Council endorsed the proposed expenditure of \$7.2 million for redeveloping the Ship Inn at South Bank during 2003.

The University's vision to expand the Gold Coast campus, to meet the educational needs of Australia's fastest growing region, progressed significantly with the presentation to the University of title deeds for 43 hectares of land adjacent to Olsen Avenue. The land's traditional owners—the Kombumerri People—and the Queensland Government joined with the University for this significant achievement.

In December 2002, a strategic plan for 2003–2007 was adopted. It identifies key goals and strategic priorities in teaching and learning, research and research training, community partnerships, staff, and equity and diversity. Priorities for this plan were drawn directly from *The Griffith Project*.

In 2002, *The Griffith Project* set new strategic directions for Griffith University. Ten commitments underpin these new directions. Progress towards achieving the commitments is set out below.

### 'Commitment 1

To become one of Australia's top 10 universities across a range of standard tertiary-sector indicators by 2010.

#### Progress

The indicators that are being used to assess progress towards this commitment are based on:

- > scale (total student load)
- > profile (the number of broad undergraduate and postgraduate study areas offered)
- > teaching (overall satisfaction, percentage of graduates in full-time employment and program progression rate)
- > research (level of research income, publications, higher degree completions and share of Australian Research Council Discovery and Linkage project grants)
- > equity
- > internationalisation (number of on-campus international students).

### 'Commitment 2

Expansion this decade to a student body of at least 35 000 undergraduate and postgraduate students.

#### Progress

Projections indicate that at least half of the projected growth will be achieved in the period 2003–2006.

An analysis of capital expenditure and financing required to cater for the increased student load was commenced.

A rebranding strategy and advertising campaign to raise the University's profile and, therefore, attract more fee-paying students began in November 2002.

Title deeds for 43 hectares of land adjacent to the University's Gold Coast campus were handed over to the University in December 2002.

Expansion of the existing campus will enable Griffith to meet the demand for extra student places.

### 'Commitment 3

Secure a potential new campus site within the Gold Coast corridor, working closely with schools and TAFE to create an education precinct.

#### Progress

Preliminary discussions were held with the Department of Employment and Training and the Gold Coast College of Technical and Further Education. TAFE has identified a site at Coomera and, while the start date has not been finalised, it will be earlier than 2010.

### 'Commitment 4

Commence planning for the enhancement of the University's professional training profile, with particular emphasis on allied health areas and architecture, along with planning for new specialisations within existing arts, business and science offerings.

#### Progress

In December 2002, the Griffith University Council endorsed a plan to develop oral health and related programs. A proposal to enhance the University's professional profile was approved by the Executive Group; and Academic Group Pro-Vice Chancellors began, in consultation with key stakeholders, to review the Groups' academic profiles.



1. Griffith University international students. 2. In 2004, Griffith University plans to introduce a suite of oral health programs, including dentistry, at Australia's first new dental school since 1946.

### 'Commitment 5

Establish new graduate schools with significant new commitments to postgraduate coursework and research training.

#### Progress

Options for new graduate schools were examined and recommendations are to be put to the University Council for its consideration in 2003.

### 'Commitment 6

During 2002, adopt a research centres policy and a research mentoring program based on centres.

#### Progress

A comprehensive research centres policy was approved, allowing for three research-centre categories to be established. Selection and funding criteria were included and are now operational. The performance of centres will be evaluated against established criteria, with a qualitative framework for the allocation of funds complementing quantitative indicators. A requirement for mentoring new researchers was embedded in the policy document.

### 'Commitment 7

Commit to phased extension of internationalisation, with a target of doubling education participation by the end of the decade.

#### Progress

A plan outlining resource implications and actions required to achieve the target numbers was finalised for presentation to the University Council for its endorsement, in 2003.

### 'Commitment 8

Establish a dedicated commercialisation unit.

#### Progress

A plan to identify the unit's role, scope and resource requirements was presented to the University Council in July 2002. In October, the Council endorsed the strategy and allocated funding for the unit, to begin operating in February 2003.

### 'Commitment 9

Establish an Office for Community Partnerships to build on the University's founding principle of addressing real-world problems by organising multidisciplinary teams from the University to tackle pressing social and policy problems in its region.

#### Progress

The role, scope and resource requirements for such an office were presented to the University Council in July 2002 and, subsequently, endorsed.

### 'Commitment 10

Adopt a new marketing and branding strategy for the University.

#### Progress

In November 2002, Vice Chancellor Professor Glyn Davis launched a rebranding campaign for roll-out across the University's five campuses. An integral component was an advertising campaign to raise the University's profile.

This campaign, which began in November 2002, will continue throughout 2003.



1. Griffith University's new brand, launched in November 2002.

## University Council

### Role

Under the *Griffith University Act 1998*, the Council of Griffith University has overall responsibility for the University's sound and effective governance.

In particular, the Council plays an important role in setting strategic directions, reviewing progress towards strategic targets and periodically reviewing the continued relevance of strategic direction (see page 29 for details of Council's powers).

### Membership

The Act provides for a range of representatives on the Council, including ex-officio members such as the Chancellor, the Deputy Chancellor and the Vice Chancellor; members appointed by the Governor-in-Council; and elected staff, student and Convocation members.

The membership categories are outlined below.

In 2002, the Council of Griffith University held six meetings. Its membership at 31 December is listed below.

#### Chancellor

- > Leneen Forde, AC, DUniv

#### Deputy Chancellor

- > Henry Smerdon

#### Vice Chancellor

- > Professor Glyn Davis, AC

#### Members appointed by the Governor-in-Council

- > Rachel Hunter
- > Henry Smerdon
- > Karen Struthers
- > Adrienne Ward
- > Her Honour Chief Judge Patricia Wolfe
- > Vacant

#### *The Director-General of Education or nominee*

- > Professor Roger Slee

#### *Three members who are members of the senior academic staff of the University, elected by senior academic staff*

- > Professor David Burch
- > Shaunnagh Dorsett
- > Dr Anthony van Fossen

#### *One member who is a member of the junior academic staff of the University, elected by junior academic staff*

- > Deborah Heck

#### *One postgraduate student of the University, elected by postgraduate students*

- > Horatio Davis

#### *One full-time undergraduate student of the University, elected by full-time undergraduate students*

- > Greg Grodecki

#### *One part-time undergraduate student of the University, elected by part-time undergraduate students*

- > Karen Fentie

#### *Two members of the general staff of the University, elected by general staff*

- > Laurie Barram
- > John Swinton

#### *Three members of Convocation, elected by members of the Convocation Roll*

- > Sandra Anderson
- > Helen Taylor
- > Vacant

#### *Two members of the Advisory Council of the Gold Coast College, elected by the Advisory Council*

- > Dr Bruce Cook
- > Jeff Johnson

#### *Additional member appointed in accordance with Section 16 of the Griffith University Act*

- > Dr Bob Anderson

## Resignations

During 2002, these members of Council resigned:

- > John Kearney (1 January to 8 June 2002)
- > Bernadette Roberts (1 January to 7 October 2002)
- > Dr Nancy Viviani (1 January to 31 March 2002)

## Amendments to Griffith University Act

The *Queensland Education (Miscellaneous Amendments) Act 2002* was passed by Queensland Parliament in December 2002.

The Act incorporates amendments to the authorising Acts of Queensland universities, including the Griffith University Act.

Changes to the Griffith University Act mainly relate to the Gold Coast campus, particularly enfranchising Gold Coast campus staff and students in elections to the University Council.

**Note.** Further details on university governance are outlined on pages 29 and 30.

### Organisational structure



**Growth**

	2002	2001	2000	1999	1998
<b>Operating revenue</b>					
Federal Government assistance	\$137,009,000	\$134,282,000	\$127,687,000	\$124,080,000	\$127,999,000
HECS	\$71,862,000	\$68,906,000	\$62,549,000	\$59,986,000	\$53,117,000
Postgraduate Education Loans Scheme	\$3,857,000	–	–	–	–
State Government	\$13,608,000	\$6,674,000	\$3,350,000	\$4,427,000	\$455,000
Other financial assistance	\$20,846,000	\$19,544,000	\$14,331,000	\$11,910,000	\$10,441,000
Non-government	\$27,942,000	\$23,085,000	\$22,529,000	\$22,009,000	\$16,812,000
Fees and charges	\$75,572,000	\$65,419,000	\$54,588,000	\$46,897,000	\$46,209,000
<b>Total</b>	<b>\$350,696,000</b>	<b>\$317,910,000</b>	<b>\$285,034,000</b>	<b>\$269,309,000</b>	<b>\$255,033,000</b>
<b>Research income</b>					
Australian Research Council	\$6,530,000	\$5,305,000	\$5,170,000	\$4,392,000	\$3,832,000
Department of Education, Science and Training	\$3,899,000	\$3,920,000	\$4,048,000	\$3,946,000	\$3,967,000
Other Commonwealth research	\$2,974,000	\$5,982,000	\$3,894,000	\$3,206,000	\$2,959,000
State departments and agencies	\$2,354,000	\$1,927,000	\$1,291,000	\$899,000	\$724,000
Industry and other	\$15,518,000	\$11,635,000	\$9,146,000	\$7,805,000	\$6,758,000
<b>Total</b>	<b>\$31,275,000</b>	<b>\$28,769,000</b>	<b>\$23,549,000</b>	<b>\$20,248,000</b>	<b>\$18,240,000</b>
<b>Student numbers</b>					
Female	15,765	14,348	13,682	12,923	12,234
Male	11,686	11,130	10,278	9,805	9,399
<b>Total</b>	<b>27,451</b>	<b>25,478</b>	<b>23,960</b>	<b>22,728</b>	<b>21,633</b>
Undergraduates	21,917	20,556	19,584	18,956	18,126
Higher degree—research	1,190	1,140	1,092	949	897
Higher degree—coursework	2,421	2,009	1,766	1,684	1,402
Other postgraduate	681	603	589	473	701
Other (i.e. non-award)	1,242	1,170	929	666	507
<b>Total</b>	<b>27,451</b>	<b>25,478</b>	<b>23,960</b>	<b>22,728</b>	<b>21,633</b>
International students	4,020	3,172	2,888	2,545	2,378
Non-overseas students	23,431	22,306	21,072	20,183	19,255
<b>Total</b>	<b>27,451</b>	<b>25,478</b>	<b>23,960</b>	<b>22,728</b>	<b>21,633</b>
<b>Student load (EFTSU)</b>					
Actual student load	22,762	21,257	20,148	19,110	18,175
<b>Staff (FTE)</b>					
Academic	1,301	1,169	1,221	1,086	1,045
Non-academic	1,850	1,823	1,649	1,535	1,411
<b>Total</b>	<b>3,152</b>	<b>2,992</b>	<b>2,870</b>	<b>2,621</b>	<b>2,456</b>

EFTSU (equivalent full-time student unit)

FTE (full-time equivalent)

### 'Principal prizewinners

In 2002, prestigious external awards were conferred on Griffith University staff.

**Professor Ian Lowe**, Griffith University School of Science, and a Griffith University research team led by **Professor John Fien**, of the University's Australian School of Environmental Studies, won prestigious Australian Museum Eureka Prizes.

Professor Lowe received the Education, Science and Training Eureka Prize for the Promotion of Science for his outstanding commitment, originality and innovation in communicating science and technology issues, with a clarity, depth and passion that compel interest.

Professor Fien's team won the Allen Strom Eureka Prize for Environmental Education for an interactive teacher-education program, *Teaching and learning for a sustainable future*, developed for the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

**Boni Robertson**, Griffith University's Gumurrii Centre Director, was awarded the first Bennelong Medal for her work in social justice for Indigenous people.

The medal was presented at the 2nd Bennelong Society Conference in Brisbane.

The society, formed to improve the plight of contemporary Aboriginal people, inaugurated the medal to recognise the valuable contributions by individuals.

Bennelong Society president Senator John Herron said Ms Robertson had shown outstanding leadership in the difficult area of family violence prevention, and courage in pursuing actions by both State and Federal governments to ameliorate this grave problem.



**Professor Mark von Itzstein**, head of the Centre for Biomolecular Science and Drug Discovery at Griffith University's Gold Coast campus, received a prestigious Commonwealth Government Federation Fellowship, valued at AUS\$1.125 million over five years.

Professor von Itzstein was instrumental in designing and synthesising the world's first 'designer' drug Relenza™, which is an approved treatment for influenza in the United States, Europe, Japan and Australia.

Its discovery was the flagship of glycotherapeutic drug development in the 20th century.

And the science behind it is central to the technological platform used at the University centre—the only facility of its kind in Australia and one of only six worldwide using the unique methodology.

A practical program called *Common Time*—developed by School of Human Services lecturer **Dr Jane Fowler** and now managed by **Sara Branch**—won the 2002 Enhancement of the Quality of Teaching and Learning Award in the Australian Awards for University Teaching, administered by the Federal Department of Education, Science and Training.

The program was developed after several gaps were identified in the support provided to School of Human Services' students undertaking flexible learning courses at the University's Logan campus. It gives the School's students ongoing orientation and support, and involves the collaboration of academics, librarians and support staff such as learning advisers.

1. Professor Ian Lowe. 2. Professor John Fien.  
3. Boni Robertson. 4. Professor Mark von Itzstein.  
5. Dr Jane Fowler. 6. Sara Branch.

### Griffith University doctorates

Over the last decade, Griffith University has become one of Australia's main research-training institutions, now ranking 12th in the country in the numbers of research higher degree students.

Most of these students are enrolled in the highest level of the research higher degree program, the PhD, completed by research thesis and assessed by external examiners.

In 2002, Griffith University awarded a total of 117 doctorates.

The five PhD candidates below received perfect examination results (that is, no revisions) from all examiners of their theses.

These are:

**Larry Crump**, School of Law.

*An integrated model of multiparty negotiation.*

**Douglas Magendanz**, Key Centre for Ethics, Law, Justice and Governance

*Regarding each other: a Kantian account of reasonable moral agency.*

**Lyle McMillen**, School of Biomolecular and Biomedical Science

*Isolation and characterisation of the 5'-nucleotidase from escherichia coli.*

**Mark Spanevello**, School of Biomolecular and Biomedical Science

*The phylogeny of prokaryotes associated with Australia's Great Artesian Basin.*

**Lorenzo Veracini**, School of Humanities

*Negotiating indigenous resistance in the South Pacific: Australia, Aotearoa/New Zealand and Kanaky-New Caledonia. Three cases in historical redescription.*

A complete list of doctorates awarded in 2002 is contained in the Appendix (see page 32).



### Honorary doctorates

In 2002, the Griffith University—through the presentation of honorary doctorates—recognised the services of eight outstanding leaders in their fields.

**James Morrison, AM**

Musician

*For distinguished contributions to the arts and to the community.*

**Jim O'Sullivan, AC**

Former Queensland Police Commissioner

*For distinguished service to the community.*

**Dr Cherrel Hirst, AO**

Chancellor, Queensland University of Technology

*For distinguished service to the community.*

**Philip Bacon, AM**

Art dealer

*For distinguished contributions to the community.*

**Vince O'Rourke, AM**

Former chief executive officer, Queensland Rail

*For distinguished service to the community.*

**Michael Lynagh, AM**

Former Australian Rugby Union team captain

*For distinguished service to sport and to the community.*

**Venerable Master Chin Kung**

Honorary Adviser Amitabha Buddhist Association

*For distinguished service to the community.*

**Emeritus Professor Roy Webb, OMRI**

Former Vice Chancellor, Griffith University

*For outstanding contributions to the University's development.*

7. James Morrison.

## International achievements



### 'Agreements

Griffith University signed agreements with 27 new partners from 11 countries for 2002. This gives the University and its students greater potential for exchange and information sharing. The University hosted 139 exchange students, up from 111 in 2001; outgoing exchange students increased from 99 in 2001 to 124 in 2002.

New partnerships were begun for short training programs for Chinese government officials. Griffith University and the Gold Coast City Council collaborated to provide short training programs in tourism for the Guangxi Province.

Griffith University and the Logan City Council signed a memorandum of understanding to provide short training programs for Chinese government officials. The University took part in the Logan City Council's Mayoral Trade Mission to China in 2002. This partnership led to further short training program opportunities, with Griffith University's Logan campus, for the Xuhui District of Shanghai government officials and other international activities relating to health services and waste management.

**1.** Logan City Mayor John Freeman and Vice Chancellor Professor Glyn Davis at the memorandum of understanding signing. **2.** Indonesian public health personnel (from left): Lisa Flynn-Pangerapan (dentist); Master of Science in Public Health students, Meisy Pzpyungan, Titik Respati, Elon Sirait, Titi Sari Renowati and Ermi Noloeni; and lecturer, Peter Darey. **3.** Mary Roosevelt, daughter-in-law of former American president, Franklin D Roosevelt, visited Griffith University's Centre for Biomolecular Science and Drug Discovery on 11 September 2002. Vice Chancellor Professor Glyn Davis thanked Mrs Roosevelt for supporting the Centre's important research work and for introducing Griffith University to the University of California, Irvine, when Griffith University representatives visited the US in February. Mrs Roosevelt is now a board member of Griffith University's US Foundation.



### 'International Project Unit

- > The Tuvalu Australia Education Support Project, valued at more than \$875 000, began.
- > The program implementation for 34 Indonesian Ministry of Health personnel was completed. They undertook a Master of Science in Public Health, funded through the Asian Development Bank (\$1.29 million).
- > A successful tender was submitted for the AusAID-funded upgrade of the Lautoka Teachers College Project in Fiji. The initial contract for \$667 000 is for the design phase. The project is expected to extend into the implementation phase (2002–2005), for a further \$4.3 million.
- > A successful tender was submitted for the second cohort of 30 Indonesian Ministry of Health personnel to undertake a Master of Science in Public Health, funded through the Asian Development Bank (\$1.44 million).
- > A successful tender was placed for the Commonwealth Department of Health and Ageing-funded Australia-Indonesia Capacity Building in Health Promotion and Public Health Education Project (\$68 700).



### 'Delegation visits

In 2002, Griffith University hosted a total of 132 delegation visits, an increase of about 10 per cent compared with the 2001 visits. Sixty-six of the delegation visits were from Asian countries, with most of these from China, Japan and Thailand. Chinese delegations increased from 19 in 2001 to 26 in 2002.

Furthermore, delegations from Europe increased from 20 in 2001 to 32 in 2002. Most European visits were from Sweden (10). However, the number of German delegations increased sharply: from 2 in 2001, when most of the European delegations were from Norway (5) and Sweden (7), to 8 in 2002.

In addition, the number of American visitors increased slightly, with 16 delegations in 2002 compared with 13 in 2001. The number of delegations from the Middle East was 6.

The delegations represented different sectors and interests, including exchange partner institutions, study abroad representatives, international project officers, agents, ministerial government officials and business representatives. Key outcomes included the formation of strong relationships and synergies with key universities and other sectors in America, Europe, Asia and the Middle East, which will enrich Griffith University's research ventures and projects. Other major outcomes stemming from these delegation visits and links were the increase in study abroad and full fee-paying international students; articulations with offshore partners; and joint degree and twinning programs.

# International achievements

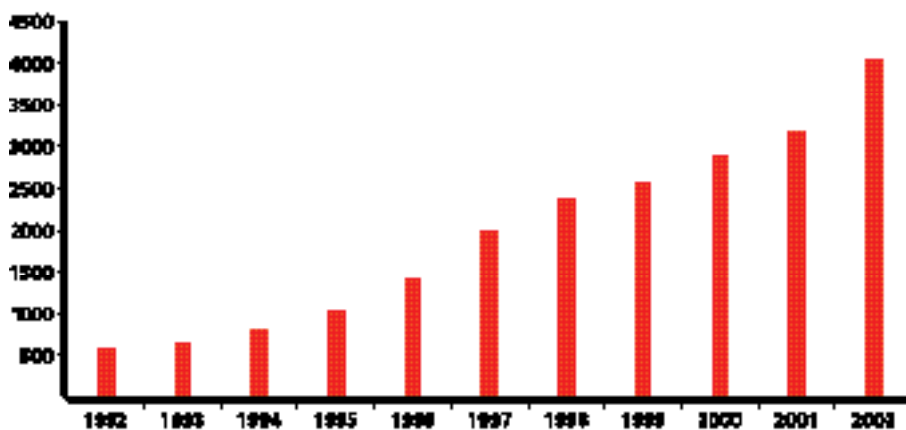
## 'Student numbers

Since 1995, Griffith University's international student numbers have increased substantially.

Since 2001, international student numbers have grown 21 per cent. The major increase is from the Americas with 50 per cent growth; North Africa and Middle East are close behind at 49 per cent. Asia is the largest source of international students, representing almost 60 per cent.

The graph below shows that international student numbers at Griffith University have more than quadrupled between 1995 and 2002.

International student numbers growth, 1992–2002



## 'Internationalisation Committee

Griffith University established its Internationalisation Committee in 2002.

As one of the University's main committees, it advises the Academic Committee on the University's international student program, its student support services and international links.

At its inaugural meeting in October 2002, the committee set these issues as priorities for 2003:

- > *Internationalisation of teaching, learning and research*: address international student retention rates; credit assessment and articulation of international qualifications; devise a statement on flexible delivery modes of teaching and their compliance with Department of Education, Science and Training/Commonwealth Register of Institutions and Courses for Overseas Students requirements.

> *International links, consultancies, training and off-shore programs, projects and training*: develop a strategic links position paper; adopt a generic central checklist/policy for partnering with off-shore institutions.

> *Reporting and compliance*: share and promote information from external bodies with interests in international education, such as the Australian Vice Chancellors' Committee; the Department of Immigration and Multicultural and Indigenous Affairs; the Department of Education, Science and Training; and Australian Education International.

The Committee will meet five times a year and can seek advice from any member of the University community or from external experts.

## International student numbers growth, 2001–2002

Domicile group	Sem. 2 2001	Sem. 2 2002	Per cent difference
Oceania & Antarctica	85	86	1%
Europe	814	882	8%
North Africa & Middle East	62	122	49%
Asia	2004	2463	23%
Americas	207	418	50%
Sub-Saharan Africa	143	237	40%
Others	16	2	-88%
<b>Total</b>	<b>3331</b>	<b>4210</b>	<b>21%</b>

Sem. (Semester)

### Teaching and learning

Griffith University is recognised as Australia's leading institution for multidisciplinary education and student-centred learning. As such, the University is committed to enhancing the quality of teaching and learning to continually improve student learning experiences and student outcomes.

Specifically, Griffith University is noted for strong graduate employment outcomes; for high student satisfaction with the content of courses; and for its emphasis on flexible learning approaches, which offer greater choice and independence to learners.

Additionally, a key priority for Griffith is to internationalise students' educational experiences. This has been realised through international and domestic student exchange and study-abroad programs, curriculum changes, establishment of an Internationalisation Committee and a strong network of international links.

The University has more than 27 400 students participating in a broad range of undergraduate and postgraduate programs.



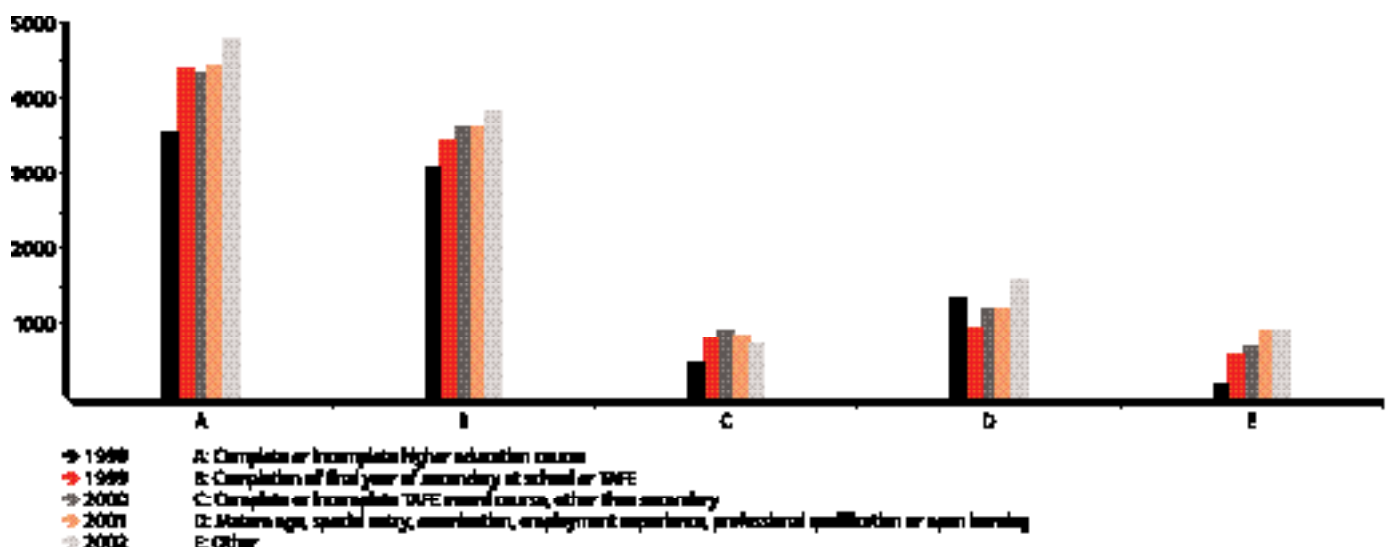
1. Federal Minister for Education Brendan Nelson, Dr Jane Fowler and Sara Branch.  
2. Griffith University has made a submission to the Federal Government for a medical school at the Gold Coast.

### Highlights

In December, Griffith University received a \$50 000 Institutional Award at the 2002 Australian Awards for University Teaching. Presented by the Minister for Education, Science and Training, Brendan Nelson, the Award recognises Dr Jane Fowler and Sara Branch's innovative and practical program, called *Common Time*, for first-year students in the School of Human Services, at the Logan campus. A first-year student described the best things about *Common Time* as 'friendship', 'consultation', 'knowledge' and 'flexibility'.

The Griffith University Council adopted the strategic-directions paper—*The Griffith Project*—committing to an expansion of the University's professional training profile (see page 4). The University has made a submission to the Federal Government to establish a medical school at the Gold Coast. The University is also planning a suite of professionally accredited oral-health programs, comprising dentistry, dental prosthetics, dental technology, and dental and oral therapy, at the Gold Coast campus. *The Griffith Project* also initiated reviews of the University's flexible learning activities and its niche degree strategy, and

### Commencing students by admission category, 1998–2002



consideration of further opportunities for students from disadvantaged backgrounds to access pathways into the University.

Throughout 2002, consultation occurred within the University community about these reviews, with discussion papers and implementation strategies to be considered in 2003.

The University Council approved exciting new program initiatives in 2002. One such program, the Master of Suicidology, is the first postgraduate program of its kind in the world. It will produce graduates skilled in identifying and managing concerns about suicidal behaviours. Another program initiative, a Bachelor of Marketing, will extend Griffith University's leading edge in the marketing discipline. It is a specialised marketing degree offering students advanced and in-depth marketing education and real-world marketing understanding.

The Griffith Graduate Project started in 1999 with a university-wide electronic survey (the Generic Skills Snapshot) of the extent of generic skills embedded in undergraduate degree programs. Consistent with the University's high rankings on the generic skills scale of the Course Experience Questionnaire (CEQ), the data conferred high levels of implementation of the generic skills of oral and written communication, problem solving, analysis, information technology and critical evaluation. Considerably lower ratings were achieved for teamwork, employability, leadership and decision-making, ethical standards and assuming responsibility. As a result, stages 1 to 3 of the project concentrated on raising awareness about the importance of generic skills in curriculum, and provided resources and assistance for teaching staff. Stage 4, which concluded in 2002, focused on the generic skills developed through work placements and found that work placements are among the best ways to produce graduates with generic skills. Work placements developed generic skills such as oral and written communication, teamwork, information literacy and assuming responsibility.

Students with an Australian domicile, 2002



At the 2002 Queensland Tourism Awards, Griffith University was named Queensland's leading tourism, education and training provider for the seventh time since 1990. Professor Bill Faulkener was recognised posthumously at the awards for his outstanding contributions to tourism research in Australia.

In April, a multidisciplinary team of final-year Griffith University students won the Higher Education Workplace Skills Olympiad for its work, with the Department of Main Roads, on a staff recruitment project. The competition, endorsed by the Graduate Careers Council of Australia, gives students an opportunity to learn from real workplace issues and to use their graduate skills to solve work-related problems.

The first classes were held at the new \$33 million Queensland College of Art complex, officially opened in June, at Brisbane's South Bank.

Program enrolments by bachelor degree program, 2002



3. The new Queensland College of Art building at South Bank.

People

Professor Ian O'Connor joined Griffith University in August 2002 as the new Deputy Vice Chancellor (Teaching & Learning). Professor O'Connor came to Griffith from the University of Queensland, where he began his academic career in the 1980s. Before leaving the University of Queensland, Professor O'Connor was head of the School of Social Work and Social Policy. In 2001, he was elected president of the University of Queensland Academic Board. Professor O'Connor is committed to enhancing students' learning experiences at Griffith University; improving their learning outcomes; and increasing the external recognition of the quality of the University's learning environment and its graduates.



4. Professor Ian O'Connor.

In addition, Professor O'Connor is committed to supporting and recognising academic staff in their provision of a student-centred teaching and learning environment.

Professor John Fien, from Griffith University's Australian School of Environmental Studies, led a project team which won the Allen Strom Eureka Prize for Environmental Education in August for its work in developing the CD-ROM, *Teaching and learning for a sustainable future*. Published by UNESCO, it contains 100 hours of highly interactive training modules for teachers, teacher educators, student teachers, education policy makers and authors of educational materials. Professor Fien wrote the materials and designed the interactive activities, in collaboration with the Multimedia Unit of Griffith University's Flexible Learning and Access Services.

Phillip Falk became the only Indigenous academic employed in a law school in Queensland. As a practising Indigenous lawyer, Mr Falk has broken new ground in legal higher education by addressing Indigenous Australian issues that relate to the legal system. He has also created

a course, specifically for Indigenous students, which breaks down barriers, highlights pathways into the legal profession and demonstrates that a career in law is attainable. His commitment to fostering learning on Indigenous issues through curriculum development results in empowering Indigenous students. Mr Falk's most recent important contributions to teaching and learning at Griffith University include his Indigenous Pre-Law Orientation Program and the Indigenous Student Mentor Program run by the Law School, in conjunction with the Queensland Bar Association.

### Partnerships

Griffith University joined the Australian National Business School (ANBS) as its Queensland member. The ANBS, which includes Deakin University, the University of Tasmania, the University of Western Australia and the Sydney Business School (University of Wollongong), provides more flexibility for Griffith University's students in accessing overseas exchange programs and intensive winter schools in Europe and Asia. Each university has similar curricular, assessment format and course materials, enabling students to attend classes at any of the ANBS universities.

Griffith University was part of a consortium of Australian and New Zealand governments, universities and business schools that established the Australian and New Zealand School of Government (ANZSOG). From May 2003, in partnership with the universities, ANZSOG will offer masters level programs in public administration. The school's collaborative nature is unique. And its focus on the critical elements of public policy and management is expected to make it comparable to flagship schools of government such as the Kennedy School at Harvard University. The school's headquarters are at the University of Melbourne, with its courses delivered in the capital cities of



5. Memorandum of understanding, Griffith University and TAFE Queensland. FRONT (from left): Dept of Employment and Training Director-General Ken Smith; Griffith University Vice Chancellor Professor Glyn Davis; TAFE Qld Executive Chair Craig Sherrin. BACK (from left): Dept of Employment and Training Deputy Director-General Chris Robinson; Griffith University Deputy Vice Chancellor Professor Ian O'Connor; TAFE Qld Centre for Innovation and Development Director (Product Services) Greg Harper.

each of the sponsoring governments.

Professor Allan Fels is the school's foundation dean and Griffith Vice Chancellor Professor Glyn Davis the chair.

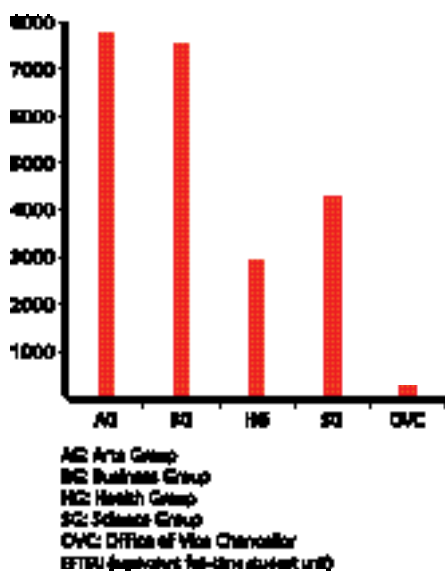
Griffith University signed a memorandum of understanding (MOU) with TAFE Queensland, standardising its credit transfer arrangements with all TAFE Queensland's institutes. Under this MOU, there is an agreement about what content students need to have covered to gain credit, without compromising the University's academic standard or the requirements of National Training Package Qualifications.

Griffith University, as part of a strategic alliance with the Queensland Theatre Company, is sponsoring the Queensland Premier's Drama Award for the next two years. In return, the Queensland Theatre Company will provide the University's students with industry experience and placements.

### Innovation

Griffith University's MBA and MBA International programs were awarded prestigious five-star ratings by the Graduate Management Association of Australia (GMAA), the national association of MBA graduates. The GMAA placed the Griffith University programs among the top seven MBA programs in a field of 37.

Student load (EFTSU) by academic group, 2002





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**‘Research and research training**

Griffith University is well recognised for its research strength in areas such as education, Asia Pacific research, environmental science, psychology, governance and public policy, molecular biology, biotechnology and biomedical sciences.

The University is involved in many research centres of national standing. Among these are the Heart Foundation Research Centre; the Natural Product Discovery (formerly, AstraZeneca R&D Griffith University); the Centre for Biomolecular Science and Drug Discovery; the Centre for Catchment and In-Stream Research; the Key Centre for Ethics, Law, Justice and Governance; and the Genomics Research Centre. The University’s research involvement with industry and government is reflected in its participation in 13 co-operative research centres, especially in environmental sciences and information technology.

Postgraduate education at Griffith University includes research training through a variety of research higher degrees and coursework programs undertaken in pursuit of professional and personal development across the spectrum of the University’s fields of study. The University

has more than 1150 students undertaking PhD programs and more than 2600 students engaged in other forms of research and postgraduate coursework. Research higher degree completions increased by 12 per cent from the 2001 figure.

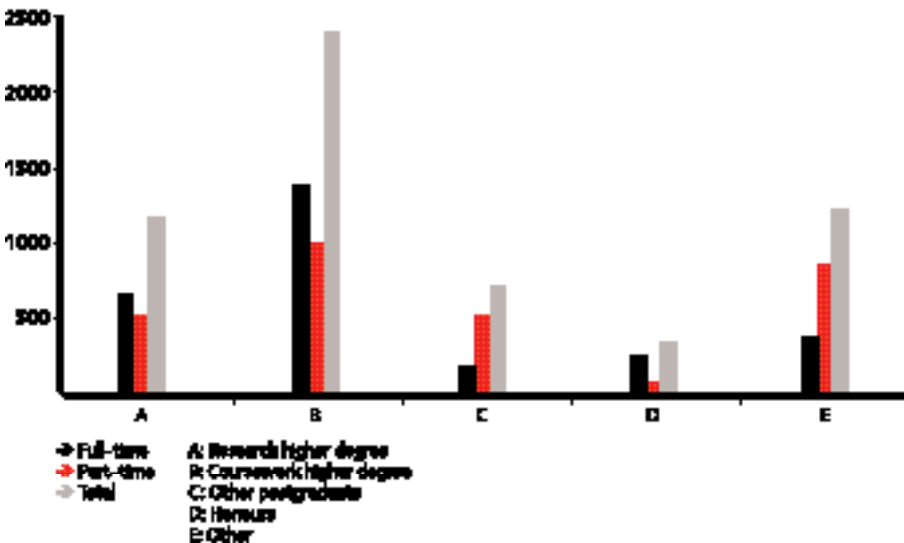
**Highlights**

The research partnership between global pharmaceutical giant AstraZeneca and Griffith University is recognised as one of the most successful public/private research partnerships in Australia. In recognition of the continuing success of this partnership, AstraZeneca extended its agreement with the University to 31 December 2007, bringing its total commitment to \$100 million across the life of the project.

Griffith University won 22 Discovery project grants worth \$4.77 million in Australian Research Council (ARC) funding. Nine Linkage projects were also awarded to the University, in the first split round of funding, valued at about \$3.6 million in combined ARC and industry funds.

Professor Charles Sampford, Director of the Key Centre for Ethics, Law, Justice and Governance, was among the successful Discovery project grant applicants. He and his colleagues were allocated \$509 000 over five years to conduct a study on the ethics of international intervention for humanitarian, pro-democratic and anti-terrorist reasons.

Program enrolments by level and attendance other than bachelor, 2002



6. Doctoral student, Monika Rhodes, with fruit bat, 'Ziggy'.  
 7. Professor Charles Sampford. 8. A team of researchers, led by Professor Chengzheng Sun, from Griffith University's School of Computing and Information Technology, has developed software that allows real-time collaborative editing of documents by geographically dispersed computer users.

Another recipient was Professor Brad Sherman, from the School of Law, who will receive \$279 620 in ARC funds and industry partner contributions. Professor Sherman is looking to research intellectual property and the rural sector, with support from industry partners IP Australia and the Plant Breeders' Rights Office within the Federal Government's Department of Agriculture, Fisheries and Forestry Australia.

Griffith University secured a place in three of the 12 new co-operative research centres (CRCs) to share \$478 million of Federal Government funding over the next seven years. Its involvement in the new CRCs for Desert Knowledge and Bushfires places the University's academics in key roles in 13 CRCs.

The CRC for Sustainable Tourism, based at the Gold Coast Campus, received a further \$26.7 million in Federal funding in recognition of the importance of the travel and tourism industry's contribution to the Australian economy. The Federal Government's major investment will now be matched by the CRC for Sustainable Tourism's industry and university partners to deliver total resources of \$175 million for tourism research over the next seven years, making this Australia's largest research organisation for tourism. To date, the CRC has delivered not only new patented technologies for tourism but also innovative tools and modelling to increase understanding of environmental and business best practice within the industry. These achievements have been delivered by the CRC's national network of 15 university and 30 industry partners from every state and both territories.

Professor Bill Merrilees, from Griffith University's School of Marketing and Management, secured \$200 000 in ARC funding to carry out the world's first study to develop a knowledge management system of brand development and management. The project, 'Building better brands: a study of Australian organisations and consumers', is strongly



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9. Professor Brad Sherman. 10. Professor John Headrick.  
11. Professor Mark von Itzstein and Rob Borbidge.  
12. Professor Debra Creedy.

orientated towards improving Australia's competitiveness and global performance.

National Health and Medical Research Council (NHMRC) grants included a \$315 000 grant awarded to Dr Nigel Morrison for a project to identify genes involved in determining bone density. This work may provide the basis for future advances in controlling osteoporosis. A total of \$450 000 was also awarded to Professor John Headrick, from Griffith University's Heart Foundation Research Centre. He will conduct research to identify changes that occur in the heart during ageing and to investigate the use of genetic therapy techniques to address cell impairment or abnormalities. This basic research may open up new avenues for therapeutic approaches to treating ischaemic heart disease in the elderly.

The Centre for Biomolecular Science and Drug Discovery took a major step towards commercialising its research, signing an agreement with biotechnology start-up company Glykoz Pty Ltd. The Centre, which opened in 2001, is investigating the application of carbohydrates as the next generation of pharmaceuticals. The Centre, which is earmarked for major expansion over the next 10 years, has begun an \$11 million fundraising campaign chaired by former Queensland Premier Rob Borbidge. Centre director Professor Mark von Itzstein also received a prestigious Commonwealth Government Federation Fellowship valued at \$1.125 million over five years. The Federation Fellowship Scheme was introduced to reward and retain top-level research expertise in Australia. This award recognises Professor von Itzstein's achievements as an international leader in drug discovery research.

Griffith University established the Institute for Educational Research, Policy and Evaluation on its Mount Gravatt campus, with an initial grant of \$250 000 from Education Queensland.



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The initiative is a start to creating a national institute to bring together leading education researchers in a collaborative approach to educational practice, policy and evaluation.

The Professorial Lecture Series continued to play an important part in disseminating the achievements of the Griffith University professoriate. Eight lectures in 2002 included Professor Debra Creedy, whose research focused on the emotional wellbeing of childbearing women and the incidence of post-traumatic stress after childbirth, and Professor Tony Naughton on the issue of corporate governance from an international perspective, in the wake of giant corporate collapses.

In 2002, a research team from Griffith University's School of Cognition, Language and Special Education, including Professor Peter Freebody, Associate Professor Claire Wyatt-Smith, Associate Professor Mike Levy and Dr Geraldine Castleton, secured a \$462 000 grant for a five-year study titled, 'Using and creating knowledge in the high school years: performance, production, process and value-adding in electronic curricular literacy' (ECL). The project brings together qualitative and quantitative research methodologies to investigate ECL demands and how students, individually and collaboratively, address these demands.

### People

Griffith University research was also represented at Bio 2002, in Toronto, with Professor Lyn Griffiths, Director of the Genomics Research Centre, and Brian Smith from the Office for Research joining the Queensland delegation led by Premier Peter Beattie, to showcase Queensland's research excellence to the world biotechnology industry. The event, attended by more than 15 000 researchers, venture capitalists and industry and government representatives, resulted in promising commercial opportunities to further genomics research.

Queensland College of Art design lecturer and former Isis Shire resident Sam Di Mauro was commissioned by the Isis Shire Council to design and produce a memorial to the 14 backpackers killed in the Childers hostel fire in 2000. The memorial, which was unveiled in late 2002, required Mr Di Mauro to work closely with the State Government and local community, and with the parents and friends of those killed in the tragedy.

Researchers from Griffith University's Tropical Fruit Fly Research Group, headed by acknowledged world expert Professor Richard

Drew, developed a new low-cost method of controlling fruit flies using yeast waste produced during beer manufacture. The new control method is environmentally friendly and uses a liquid-protein bait manufactured using the yeast waste as a base. In the Vietnam-based project, Fosters Brewery Australia has invested more than \$1 million in building a protein factory to convert brewery yeast waste to a cheap and effective protein source for fruit fly pest control, for use in the Vietnamese farming community. The research group is the largest of its type in the world dedicated to controlling tropical fruit flies.

At the Australian Academy of Humanities annual general meeting, Professors Tom O'Regan and Richard Yeo were elected as Fellows, while Professor Mark Finnane and Associate Professor Martin Travers were inducted as Fellows. Professor Yeo was also awarded a Senior Visiting Fellowship at the Massachusetts Institute of Technology to further his research into the *Cultural History of Information*. The project examines the organisation of knowledge since the 1600s and proposes ways of responding to the problem of ever-growing amounts of knowledge and information.

13. Professor Lyn Griffiths. 14. Sam Di Mauro.  
15. Professor Richard Drew. 16. Professor Tom O'Regan.  
17. Professor Richard Yeo. 18. Professor Mark Finnane.  
19. Professor Martin Travers.



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A book written by Professor Robert Elson attracted widespread interest as only the second independently published biography on the political life of President Suharto of Indonesia. Launched by the Australia-Indonesia Business Council in March, *Suharto: a political biography* explores the rise and fall of the former president of the world's fourth-largest nation.



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Queensland College of Art lecturer Charles Page completed his fourth trip to the Northern Territory to document the construction of the Alice Springs to Darwin rail connection, scheduled for completion in 2003. Mr Page is the only non-Territorian photographer to work on the project. His past projects have included documenting the Bi-centennial celebrations and the Centenary of Federation, and extensive work for the International Red Cross. As noncommissioned research, he has documented the decline of steam locomotion over the last 40 years. An exhibition of his work will be displayed at the Workshops Rail Museum at Ipswich in 2003.



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Dr Rick Swindell and Dr Jim Richmond were awarded the Griffith 2002 Innovation Across the Institution Award for their foresight and dedication in developing the University's mobile greenhouse lab and associated print and web-based materials relating to the global greenhouse effect.



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### Infrastructure and systems

Griffith University researchers Professor David Pegg and Dr David Wiseman were participants in a successful bid, led by the University of New South Wales, for a Centre of Excellence in Quantum Computer Technology. Development of a quantum computer is one of the major challenges in science and engineering. Australia is among the front-runners in this technology, through its ground-breaking research in quantum computing theory. The centre will begin operations in 2003.



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20. Professor Robert Elson. 21. Dr Rick Swindell (left) and Dr Jim Richmond. 22. Michael Quinnell, Queensland Museum (left), and Gregg Howard. 23. Multi-Faith Centre benefactor, the Venerable Master Chin Kung.

A three-year program of visiting scholars, seminars, PhD scholarships and community projects was announced at the opening of the Griffith University Multi-Faith Centre in May. The \$1.3 million centre aims to encourage interfaith collaboration by tackling critical issues common to the quest for understanding and peace (see page 23).

The Marson Collection of 800 musical instruments, mostly from the Asia-Pacific region, was installed at the Queensland Museum with the assistance of a Griffith University grant. The collection, a valuable research resource worth about \$500 000, will be housed in the Museum, accessible to Griffith University staff and students. Gregg Howard from the Queensland Conservatorium Griffith University was a key driver in the extended process of negotiations to have this large collection shipped from its home in Canada, where Brisbane-born Charles Marson and his wife Kati were resident. During late 2003, Mr Howard is to take research leave, under the University's Academic Studies Program, to undertake cataloguing and investigative work with the collection.

Griffith University Law School's Dr Lee Godden and Heather Douglas examined, in detail, all 804 files relating to domestic violence in the Brisbane registry of the Magistrates Court, Queensland, for the year 2001. This was the first time that files relating to both domestic violence protection orders and criminal charges concerning domestic violence had been investigated together. Dr Godden and Ms Douglas found that domestic violence between intimate partners is rarely prosecuted as a criminal offence in Queensland. Domestic violence continues to be perceived as a private, social issue rather than as a public matter and a concern for the criminal law. *The Domestic Violence (Family Protection) Act 1989 (Qld)* has essentially trumped the operation of the Criminal Code (Qld). This approach leaves violent

perpetrators publicly unaccountable for their inappropriate and often dangerous behaviour. The Socio-Legal Research Centre published the research report and the findings received national media coverage.

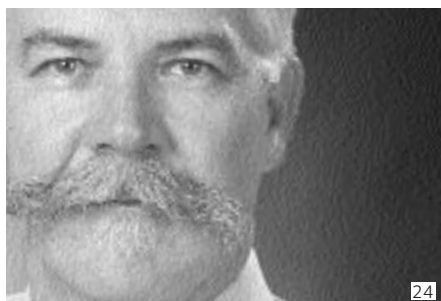
**Partnerships**

Griffith University's Software Quality Institute consolidated its relationship with the Commonwealth Department of Defence through a partnership to transition Capability Maturity Model Integrated (CMMI) technologies into the Australian systems and software industry. Under the partnership agreement, Griffith University received \$694 650 to train qualified

where in-kind support and the opportunity to compete for research and consultancy opportunities are provided by the City Council.

A collaboration between Griffith University and the Queensland Department of Health has led to a world-first Phase I Trial into spinal cord regeneration surgery. Professor Alan Mackay-Sim, from the Centre for Molecular Neurobiology, working with Dr Francois Feron at the Queensland Centre for Schizophrenia Research, has pioneered the method of harvesting, purifying and cultivating olfactory ensheathing cells, which were transplanted into the spinal cords of volunteer patients by doctors from the Princess Alexandra

researchers established that, in many cases, outcomes are inequitable, indicating the need for human-rights-based principles on which to base company policies and agreement making. In May 2002, HREOC and the University convened a forum in Alice Springs, which brought together Aboriginal people from all of Australia's major resource-producing regions to develop a draft set of principles. These were later refined after participants had had an opportunity to discuss them with their organisations and communities. The principles, entitled 'Development on Indigenous land: a human rights approach', were finalised for formal launching by HREOC and the University early in 2003.



assessors for SCAMPI (Standard CMMI Appraisal Method for Process Improvement), which is a key component of the Commonwealth Government's strategy for managing risks associated with procurement of large-scale systems. This project is a significant initiative to raise the level of awareness on process improvement initiatives in the software community, particularly the defence sector, through a combination of professional development, awareness events, and research and development.

Funding from the Gold Coast City Council for the Chair in Coastal Management continued with a further \$150 000 annual contribution. The Chair, held by Professor Rodger Tomlinson, is part of a larger partnership arrangement

Hospital. The three-year trial will measure the success of the regeneration and report on the safety of the procedure.

Researchers from Griffith University's School of Politics and Public Policy, led by Professor Ciaran O'Faircheallaigh, are working with Aboriginal peoples and the Human Rights and Equal Opportunity Commission (HREOC) to develop human-rights principles as a basis for a new relationship between industry and Indigenous landowners. The project came about after the HREOC invited the School to review corporate social-responsibility policies and native title agreement-making practices in Australia, and to establish whether and in what circumstances current practices result in inequitable outcomes for Indigenous landowners. The Griffith University

Two major research grants awarded to Griffith University under the Australian Research Council Linkage projects scheme were for research in collaboration with the Queensland Department of Primary Industries—Forestry. The first project, to be led by Professor Jane Hughes, was awarded \$330 000 from the ARC to improve understanding and management of soil microbial ecology and function in forest nutrition. The second project, to be conducted by a collaborative team headed by Associate Professor Peter Healy, focuses on the links between carbon and nitrogen processes in forest soils. This project secured \$255 000 in Federal funding. In addition, DPI Forestry will provide cash and in-kind contributions of over \$700 000 to these two projects.

Dr Romina Jamieson-Proctor, Dr Glenice Watson and Dr Glenn Finger carried out a major consultancy with Education Queensland to develop a Performance Measurement Instrument Tool for Information and Communication Technology (ICT) Integration in Queensland State Schools. The consultancy requires the review of literature of ICT integration and an analysis of national and international methodologies being used to describe and measure ICT integration in education systems. The consultancy will provide recommendations for a world-class ICT Curriculum Integration Performance Measurement Tool, which will be used by all State schools in Queensland in Education Queensland's ICTs for Learning School Census 2003. ICTs for learning and, consequently, effective ICT integration are a major aspect of the Queensland Government's Smart State and Education and Training Reforms for the Future initiatives.

### Innovation

Griffith University researchers developed the world's most comprehensive environmental education resource for the United Nations Educational, Scientific and Cultural Organisation (UNESCO): *Teaching and learning for a sustainable future* (see pages 9 and 15). UNESCO approached Griffith University to develop the program, because it saw a need for this type of resource to be used in educational institutions around the globe.

*Suicide in Queensland 1996—1998 mortality rates and related data*, a report of research conducted by the Australian Institute of Suicide Research and Prevention, was launched in July by Minister for Health, Wendy Edmond.

The research, conducted by Professor Diego De Leo and Senior Research Assistant Russell Evans aims to improve understanding of the size and scope of this significant public health issue.



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24. Professor Alan Mackay-Sim. 25. Professor Rodger Tomlinson. 26 + 27. Pioneering spinal cord surgery. 28. Associate Professor Ljubo Vlacic. 29. 'Driverless cars'—Professor Vlacic's research project. 30. Dr Norman Morris with volunteer Gold Coast resident, Don Gough. 31. Suicide research report launch (from left): Russell Evans; Minister for Health, Wendy Edmond; Professor Diego De Leo. 32. Sir Bob Geldof promoting the UNESCO CD-ROM.

Microelectronic Engineering researchers from Griffith University's Intelligent Control Systems Laboratory (ICSL) developed hardware and software that enable vehicles to undertake everyday driving manoeuvres in cooperation with each other and independent of humans. Project leader, Associate Professor Ljubo Vlacic, and his team carried out what is believed to be the world's first on-road demonstration of a cooperative driving solution for unsignalised intersection traversal and an overtaking manoeuvre by autonomous road vehicles designed for cities. The test, in Rocquencourt, France, used three computer-assisted experimental vehicle platforms developed by the French scientific organisation INRIA and its industry partner ROBOSOFT. The tests were undertaken in an outdoor environment, in cooperation with researchers from INRIA's IMARA laboratory. The technology is now ready for deployment in low-traffic areas such as resorts and retirement villages. The research project was jointly undertaken by Griffith University, the Australian Government's Innovation Access Program, the Australian Academy of Science, the Australian Research Council, and the French Embassy in Australia.

A \$100 000 grant from the United Kingdom's Breathlessness Research Charitable Trust has assisted researchers from Griffith University's School of Physiotherapy and Exercise Science to investigate the effect of intermittent exercise on people suffering from chronic obstructive pulmonary disease (COPD). It is a major and increasing cause of disability in Australia and, as the population ages, the incidence of the respiratory disorder is increasing. The study, led by Dr Norman Morris, aims to help develop better exercise programs for COPD sufferers.

## 'Community partnerships

Griffith University encourages strong partnerships with its stakeholders and contributes to the cultural, social and business development of communities, both on-shore and off-shore.

As well as the links created with staff, students and graduates, the University has formed valuable partnerships with local communities, business, industry, government and the professions.

### Highlights

Between 15 and 30 November 2002, the University successfully partnered with the Gold Coast City Council for 'Schoolies Week' in Surfers Paradise. The week attracted up to 68 000 students. To ensure a positive and safe experience for students, the University provided two free buses, which operated between Labrador and Coolangatta, and distributed free bottled water and lollipops to students each evening. Griffith University volunteers also conducted foot patrols in and around Surfers Paradise to ensure the safety of all involved. The University is planning similar involvement in 2003.

The University's School of Law embarked on a courageous community project, 'The Innocence Project', which involves students working with professional lawyers to free people who have been wrongly convicted. As a result of the project, one person was released from prison. The project, under the directorship of the School of Law's Lynne Weathered, was introduced as a law subject in 2002. Griffith University works in partnership with criminal lawyers Chris Nyst and Jason Murakami, of Nyst Lawyers, on the Gold Coast.

### People

A record 550 gifted and talented students from 67 schools across Queensland showcased their projects at the University's 13th annual Excellence Expo, which encourages students to think creatively and to cross traditional boundaries. More than 70 prizes worth more than \$10 000 were awarded to student teams, with two Year 12 students awarded academic scholarships.



33. Chris Nyst. 34. Jason Murakami. 35. Innocence Project Director, Lynne Weathered. 36. Vision Impairment Lab, Mt Gravatt campus (from left): Dr Afaf Tourky, student Jordon Bush and Associate Professor Brendan Bartlett.

Jammin'—a three-day musical extravaganza—was held in May 2002 and featured a program of up to 40 events and 100 individual performances. Jammin' showcased the talents and musical repertoire of Queensland Conservatorium students and local and international artists. The event was strongly supported by businesses in the South Bank precinct and attracted strong crowds.

In June 2002, budding young scientists from Gold Coast schools put their scientific skills to the test at a major science competition hosted by the University's Gold Coast campus. More than 600 primary- and secondary-school students prepared science projects for the competition, which the Gold Coast Science Teachers' Association and the Gold Coast City Council organised. The best projects shared in more than \$7000 worth of prizes and showcased students' scientific research and discoveries.

Griffith University is exclusively sponsoring the National Young Leaders Day seminars, held in Brisbane, for 2002 and 2003. During 2002, high-profile speakers presented the motivational seminars to about 1200 high achievers from 117 schools.

### Infrastructure and systems

More than 500 students from 32 Queensland schools supported the opening of Griffith University's Queensland College of Art (QCA) complex at South Bank. The students took part in an art project—which formed a major component of the opening—by decorating 100 large butterflies, designed and built by first-year QCA Design students.

A new Vision Impairment Lab at the Griffith University Mt Gravatt campus was established in 2002, offering workstations such as a braille transcription and reading machine, a writing and reading machine, and a visual reading and listening machine. The facility also contains low-vision aids and is designed for use by community groups.

### Partnerships

A new Cancer Support Centre, believed to be the first of its kind in Australia, was opened at the University's Mt Gravatt campus.

The Queensland Cancer Fund and Griffith University established the centre to provide a full range of psychological education, support and counselling services to cancer patients and their families.

Academics, artists, media, politicians and members of the wider community came to Griffith University during 2002 to explore the prospect of a republic. The 'Australian constitutional futures: the nature of our future nation' conference was held over two days in Brisbane and generated debate on issues—from history and globalisation to the implications a republic would have for public institutions and our wider community. The conference attracted many high-profile speakers from across Australia and was supported by *The Australian* newspaper and the Australian Republican Movement.

In 2002, the University funded 17 Community Service Projects, including:

- > a touring drama production for disadvantaged students
- > an outreach program, with Queensland Health, for young parents
- > Know your wetlands: enhancing community understanding of intertidal wetlands
- > an intensive care unit information package for parents and their relatives
- > facilitating effective therapy through canine helpers
- > the Griffith University and Logan Beaudesert Health District community-based outreach program for young parents
- > the community project presented in partnership between Queensland Conservatorium Griffith University and the Guildhall School of Music and Drama, London.



**37.** Senator Amanda Vanstone, speaker at the 'Australian constitutional futures' conference. **38.** Cancer Support Centre (from left): Professor Kim Halford; Vice Chancellor Professor Glyn Davis; Chancellor Leneen Forde; Queensland Premier Peter Beattie; Justice Richard Chesterman. **39.** Queensland College of Art opening (from left): Deputy Vice Chancellor Professor Bill Lovegrove; Vice Chancellor Professor Glyn Davis; Minister for the Arts Matt Foley; President, QCA Chapter, Alumni Association John McKay; QCA Director, Professor Mostyn Bramley-Moore. **40.** Multi-Faith Centre opening: Iman Abdul Quddoos Al-Azhari praying at the opening celebration.

### Innovation

The opening of the new Multi-Faith Centre at the Nathan campus was held in 2002. The Centre is the first purpose-built facility of its kind in Australia and aims to encourage interfaith collaboration to work towards peace and harmony. Representatives from Aboriginal, Baha'i, Buddhist, Christian, Hindu, Jewish, Muslim, Sikh and Torres Strait Islander communities attended the opening, symbolising a united gesture of peace and support for the innovative project.

The University's School of Science developed a national competition, 'Who stole the Minister's malibu?', to raise the profile of science in Australian education. More than 130 000 students and members from the public across Australia were invited to solve this mock-crime using their forensic science skills. The highly successful competition involved extensive collaboration between Griffith University; members of the public; Olympic skater Steven Bradbury; rock band Killing Heidi; surfer Mick Fanning; the Federal Department of Education, Science and Training; ABC Science Online; Triple J; the Gold Coast City Council; and Apple Computers.

Queensland's first urban Murrii Court was opened in Brisbane to educate magistrates and the general community about delivering justice to Indigenous people in a way that is culturally inclusive. Griffith University's Gumurrii Centre, the Indigenous Australian Student Support Unit at the University, partnered with the Aboriginal and Torres Strait Islander Legal Service to develop the Murrii Court. It will be presided over by a Magistrate, who receives advice from Indigenous Elders and respected representatives.

**'Equity and diversity****Highlights**

Griffith University's senior management team, the Executive Group, endorsed a major approach to enhance the University's equity agenda over the next two years. 'Enhancing the equity agenda: equity through diversity' is available at <http://www.gu.edu.au/equity/frameset5sub3.html>

The number of women in senior Griffith University positions exceeded the target set in the 2001–2005 Equity Strategy. A major survey looking at reasons that encourage or inhibit women to gain senior academic positions was completed, and recommendations for changes in policy and practice were sent to the Executive Group.

Griffith University was again recognised as an Equal Opportunity for Women in the Workplace Agency (EOWA) Employer of Choice for Women and was one of five finalists in the EOWA Business Achievement Awards for Leading Organisations for the Advancement of Women.

A self-paced, on-line learning package, to encourage greater awareness of how indirect discrimination affects workplaces, was launched in May 2002. 'Please explain: indirect discrimination in the workplace' is available at [http://kora.itc.gu.edu.au:4500/please\\_explain/](http://kora.itc.gu.edu.au:4500/please_explain/)

In May 2002, the number of Indigenous Australians employed at Griffith University was 1.6 per cent. By December 2002, this figure had increased to 1.9 per cent. Employment of Indigenous Australians at Griffith University is just below the target of 2 per cent and is above the 1.6 per cent of Indigenous Australians in the community through the Griffith 'corridor', which stretches from South Bank to the Gold Coast.

Griffith University surpassed its access target for students with disabilities (2.4 per cent), with these students comprising 3.28 per cent of the University's total domestic commencing-student cohort in 2002 and exceeding the national average of 3.01 per cent.

**Academic staff (FTE) by classification and gender, 2000–2002**

Classification	2002			2001			2000		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Vice Chancellor	-	1	1	-	1	1	-	1	1
Deputy Vice Chancellor	-	2	2	-	2	2	-	2	2
Pro-Vice Chancellor	1	2	3	-	3	3	1	2	3
Professor	10	78	88	6	71	77	10	69	79
Assoc. Professor	26	59	85	20	56	76	21	61	82
Senior Lecturer	97	198	295	91	184	276	71	151	223
Lecturer	241	243	485	176	229	405	236	268	504
Below Lecturer	175	167	342	181	148	329	174	153	327
<b>Total</b>	<b>551</b>	<b>751</b>	<b>1,301</b>	<b>474</b>	<b>695</b>	<b>1,169</b>	<b>513</b>	<b>708</b>	<b>1,221</b>

FTE (full-time equivalence)

Uni-Reach, an outreach program facilitating entry to Griffith University by students from equity backgrounds studying at 10 local secondary schools, was extended to include Year 11 students, in addition to Year 12 students. A touring drama production was also developed and presented to Year 8 students in Uni-Reach schools and their parents. This was made possible through a \$10 000 Community Service Grant.

The Students' Representative Council (SRC) at Griffith University's Logan campus implemented an Equity Textbook Scheme, assisting 37 financially disadvantaged students with sponsorship from Equity, other University business units and external organisations.

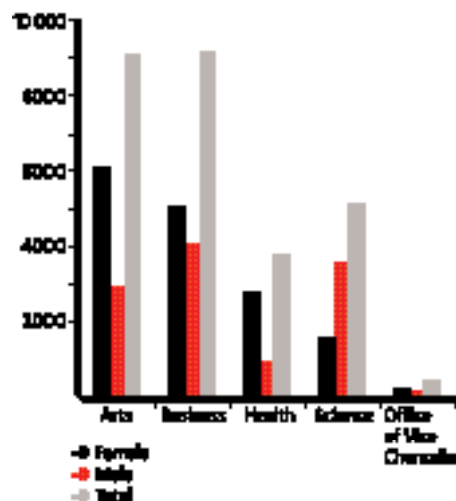
The SRC was arranging to extend this scheme to other Griffith University campuses in 2003.

The Gumurrii Centre allocated \$80 000 for scholarships for Indigenous students (undergraduate, honours and postgraduate), who can demonstrate academic merit and the capacity to achieve their full potential while studying at Griffith University. This scheme was to begin in 2003 as a pilot, initially allocating up to eight scholarships for up to five years of full-time study.

New Initiatives for Equity Grants were awarded in 2002, with seven areas within Griffith University receiving funds for their proposals.



41. Griffith University student, Wendy Kachambwa (left), and Joan Carlini, Communications Coordinator, International Centre.

**Student numbers by academic group and gender, 2002**



42



43



44



45



46

42. Pro-Vice Chancellor Janice Rickards. 43. Senator Meg Lees. 44. Chancellor Leneen Forde. 45. Professor Angela Davis. 46. Professor Anne McMurray.

### People

In response to recommendations from a University Equity Committee task group looking at Indigenous Australian employment, Griffith University appointed Martin Teml as its coordinator, Indigenous Australian Employment.

To advance the Faculty of Law's activities and initiatives in Indigenous Australian study and student support, Griffith University appointed Phillip Falk as an associate lecturer in the faculty for the next three years.

A series of Women's Forums were held. Griffith University Chancellor Leneen Forde, American academic Professor Angela Davis, Senator Meg Lees and Professor Anne McMurray spoke to different gatherings of women.

A 'Celebrating Diversity' campaign proposal was developed as a proactive strategy to address alleged racism on campus and to augment Griffith University's new diversity agenda.

### Infrastructure and systems

Griffith University's Division of Information Services established a position of manager, Disability Access Services, to ensure continued quality in library services for people with disabilities.

The University's Pro-Vice Chancellor (Information Services, Equity), Janice Rickards, and its Acting Manager, Student Equity Services, Judy Hartley, participated in the Human Rights and Equal Opportunity Commission Forum in Sydney, on issues about providing materials in accessible formats for people with print disabilities.

Griffith University made a submission to the Senate Inquiry into the Education of Students with Disabilities; and the Acting Manager, Student Equity Services, Judy Hartley, participated in a related public hearing in September 2002.

The University's Disabilities Service achieved additional funding of \$67 125 through the Federal Department of Education, Science and Training's additional funding arrangements for students with high-cost support needs. Staff took part in national consultation before this scheme's 'roll-out'.

### Partnerships

Griffith University established the Office for Equity and Community Partnerships, which will help to achieve its equity goals and build local community capacity, especially in the Brisbane-Gold Coast corridor.

The Logan Tertiary Access program, offered in partnership with Logan Institute of TAFE, achieved re-accreditation after extensive curriculum review and development with its stakeholders. This process will ensure that the program continues to deliver the desired equity outcomes for the University.

The Equity Scholarship Scheme received additional sponsorship from DELL Computer Pty Ltd and the Griffith University Lions Club, enabling 27 scholarships to be offered to financially disadvantaged, yet academically meritorious, students starting their studies in 2003.

Linkages were developed with the Smith Family's Learning for Life program to extend support to Griffith University students. Additional scholarship offerings were achieved in 2002 for the University's financially disadvantaged students.

### Innovation

Griffith University's Multi-Faith Centre was opened on 23 May 2002 (see page 23).

**Staff****Highlights**

A series of leadership breakfasts and lunches was conducted throughout the year, enabling senior academic and administrative managers to hear guest speakers on topics pertinent to leading and managing in large and diverse organisations, and to network with their peers. Speakers from within the University included the Vice Chancellor, Professor Glyn Davis; the Deputy Vice Chancellor, Professor Bill Lovegrove; the Dean, Postgraduate Education, Professor Mark Finanne; the Dean, Education, Professor Neil Dempster; and the Director of External Relations, Karyn Brinkley. Each discussed the leadership issues and challenges associated with his or her portfolio. External speakers included Fiona Krautil, Director of the Equal Opportunity for Women in the Workplace Agency, and Jim Varghese, the then Director-General of Education Queensland.

As part of a major trial of online learning for staff development, the University sponsored a regional symposium to exchange information about using web-based technology as a staff development tool. Participants included other universities' and organisations' managers, who were keen to enhance their own strategies and learn from the experiences of others.

The outcomes from this symposium have been highly valuable in carrying forward the University's use of this technology for staff development and in establishing a web site on the concept shared with other universities.

**Infrastructure and systems**

The new portfolio of organisation development in the University's Office of Human Resource Management provided a key focus on change management and, in particular, on the University's capability to lead change. This is a key component in helping the University achieve the goals set out in *The Griffith Project*.

**Partnerships**

The Office of Human Resource Management and the School of Management established a



47. Griffith University staff at the launch of the University's new brand in November 2002.

multidisciplinary project team, which oversaw a university-wide staff survey to determine the 'climate' of the workplace, and the prevalence and incidence of workplace bullying. The information gathered will be used to guide planning and preventative strategies.

Griffith University, the Queensland University of Technology (QUT) and the University of Queensland—as part of what is now known as the Universities' Management Consortium—held three collaborative workshops: 'Opportunities and constraints in research collaboration', 'Working with student expectations' and 'Leading and managing diversity'. Griffith also collaborated separately with the QUT and Education Queensland in convening a leadership breakfast with Professor Garry Orren, from the John F Kennedy School of Government, Harvard University.

**Innovation**

The University's Office of Human Resource Management completed a trial at the Gold Coast campus using online learning as an approach to staff development. The trial, 'Giving you options', responded to staff feedback highlighting the need for easier access to personal and professional development. The report and recommendations from this trial are located at [http://www.profdev.cqu.edu.au/docs/oll\\_report\\_3\\_december.pdf](http://www.profdev.cqu.edu.au/docs/oll_report_3_december.pdf)

Essentially, the trial was a success, with most staff finding this particular approach to staff development effective in meeting their needs. As a result, online learning will be progressed as one approach to easily accessible development activities for staff.

**All staff (FTE) by classification and gender, 2002**

Classification	2002		
	Female	Male	Total
<b>Academic</b>			
Vice Chancellor	-	1	1
Deputy Vice Chancellor	-	2	2
Pro-Vice Chancellor	1	2	3
Professor	10	78	88
Assoc. Professor	26	59	85
Senior Lecturer	97	198	295
Lecturer	241	243	485
Below Lecturer	175	167	342
<b>Academic total</b>	<b>551</b>	<b>751</b>	<b>1,301</b>
<b>Non-academic</b>			
Pro-Vice Chancellor	1	1	2
Above HEW level 10	7	20	27
HEW level 10	15	11	26
HEW level 9	23	23	46
HEW level 8	47	44	91
HEW level 7	79	71	149
HEW level 6	148	117	265
HEW level 5	280	152	432
HEW level 4	276	80	356
HEW level 3	201	71	273
HEW level 2	45	37	82
HEW level 1	23	9	32
Below HEW level 1	45	23	69
<b>Non-academic total</b>	<b>1,191</b>	<b>660</b>	<b>1,850</b>
<b>Total</b>	<b>1,742</b>	<b>1,410</b>	<b>3,152</b>

HEW (higher education worker)  
FTE (full-time equivalence)

## Overall result

Griffith University continues to hold a good financial position in the context of static government funding and increasing cost pressures.

The University achieved a net surplus before abnormal items, income tax and extraordinary items of \$13.1m in 2002 (\$11.5m in 2001) from a revenue base of \$350.7m (\$319.4m in 2001). The improvement in Operating Result reflects the effects of growth in income from fee-paying students and increased investment in capital assets.

Net Assets increased by \$51.8m from \$722.9m in 2001 to \$774.7m in 2002. This is attributed to an increase in assets of \$56.2m offset by an increase in liabilities of \$4.1m. The increase in assets is due largely to the increase in Non-current Assets comprising land, buildings, infrastructure, plant and equipment (\$43.6m), coupled with an increase in Current Assets (\$12.6m), mainly comprising short-term investments. The increase in Liabilities is due largely to an increase in Current and Non-Current provision for employee leave entitlements.

In 2002, the current ratio of current assets to current liabilities increased marginally to be 1.46 (1.21 in 2001), mainly owing to an increase in Current Assets (\$12.6m) as a result of an increase in internal funds available for investment.

Overall, the University continued to maintain a good financial position with a sound liquidity position. This will help it manage in an environment of tight federal funding and increased pressure on financial resources, owing to increases in operating costs.

## Sources of operating revenue

The Federal Government continued to provide most of the University's operating revenue, although it is steadily declining in proportion to the other funds. Direct grants of \$137m (\$134.3m in 2001), as well as upfront and deferred payments by students through the Higher Education Contribution Scheme of \$71.86m (\$68.9m in 2001), accounted for 59.6 per cent (63.9 per cent in 2001) of total operating revenue. Of the direct federal grants, \$122.7m (\$117.2m in 2001) was received for core operating purposes.

Consistent with previous years' performances, the University reported an increase in overall revenue derived from non-government sources. A total of \$122.9m (\$101.6m in 2001) was earned from non-government sources in 2002, with the most significant growth relating to income from fee-paying students (\$61.3m in 2002, \$48m in 2001).

Fee income is the largest single source of non-government revenue for the University, which has achieved consistent and significant growth in this area. Revenue from Other Grants, particularly research grants, consultancy and contract research, is also providing a significant proportion of total operating revenue. A breakdown of the sources of operating revenue is shown in the table, below.

Sources of operating revenue, 2001 to 2002

	2002		2001	
	m\$	%	m\$	%
Federal Government	208.9	59.6	203.2	63.6
State Government	13.6	3.9	6.7	2.1
Other grants				
Government	5.3	1.5	7.9	2.5
Non-government	15.5	4.4	11.6	3.6
Total	20.8	5.9	19.5	6.1
Non-government	107.4	30.6	90.0	28.2
<b>Total</b>	<b>350.7</b>	<b>100.0</b>	<b>319.4</b>	<b>100.0</b>

## Capital funding

The University continued to invest significant resources in the capital development program, under which about \$95.5m is committed to the expansion of buildings and infrastructure in 2002 to 2005. Of this, \$33m will be expended on the Gold Coast campus, \$1m on the Logan campus, \$25.4m on the Mt Gravatt and Nathan campuses, and \$8.2m at South Bank, with a further \$27m earmarked for electronic infrastructure at the various campuses.

In 2002, the University received \$9.4m as Federal Government capital roll-in funding, and \$13.5m from the State Government for capital purposes; and allocated \$7.1m from fee-paying student income for capital purposes. In addition, \$3.1m was received from the Federal Capital Development Pool in 2002.

A total of \$32.5m was expended in 2002 on capital projects. Major capital works and upgrading of infrastructure, including electronic infrastructure, are continuing on all campuses.

## Investments

The University's investment portfolio remained at the same level as in 2001 and, consequently, the interest income in 2002 has remained steady at \$1.6m (\$1.6m in 2001). Given the continuation of the capital development program, funds available for investment will at best remain steady or continue to decline in 2003.

### 'New developments

A new Vice Chancellor took office in 2002 and, after extensive consultations with staff and students, put forward his vision for Griffith University through a document entitled *The Griffith Project*. It identified key targets and areas for growth and development.

The significant ones are the target for increase in student numbers, the need to elevate the University's research performance and to be considered as one of the top 10 universities in Australia through a selective expansion in professional areas, particularly the health and allied-health areas, along with a greater emphasis on quality teaching and internationalisation.

Issues concerning financial planning, budgeting and budget management were the subject of further discussion and deliberation, as a part of the Budget Review Group, which has since recommended a set of Budget Principles for use at Griffith. As a result, a transition budget was developed for 2002, pending the development of a new budget regime incorporating the Budget Principles identified by the Budget Review Group.

Arguably, the impact of *The Griffith Project* will be felt heavily on the capital side, given the expected growth in student numbers, and the planned expansion in research and into new professional areas, all of which are likely to place considerable pressure on space and electronic infrastructure.

### 'Future directions

Growth in federally funded student load reached a plateau in 2001. Indeed, given the requirement to trade 'gap' (Research Higher Degree) places under the new Research Training Scheme (RTS) arising from the Research White Paper, the University's funded load is expected to decrease over the triennium and stabilise

in 2004. However, the University made many representations to the Federal Government and has been moderately successful in obtaining additional funded places under the auspices of the Prime Minister's Innovation Action Plan and allocations to regional universities, with most of the new places going to the Gold Coast campus.

There is still uncertainty about the ultimate effects of the Research White Paper on research and research training in the University. This, coupled with expected changes to Federal Government policy on higher education as a part of the 'Crossroads' review that is initiated by the Minister, will present new challenges and opportunities for the University after more than a decade of rapid and significant growth.

At the same time, major readjustments in the University's operations will be required to cope with the intensification of other budget pressures resulting from unfunded salary cost increases through successive enterprise bargaining agreements; the implementation of corporate information systems; increases in insurance, rates and taxes; building operating costs; and ongoing investments in electronic infrastructure.

The Prime Minister's Innovation Action Plan for the future, including the Postgraduate Education Loan Scheme (PELS), the additional funds available through the ARC Priority Research Grants and the continued strong growth in transnational fee-paying student market, offers considerable new challenges and opportunities. The growth in research, particularly industry-funded research, and Griffith's participation in co-operative research centres augur well for the future and the University's prospects for capitalising on these opportunities. This is likely to be greatly enhanced by the University's new initiatives, resulting from *The Griffith Project*, in establishing research centres/institutes of excellence and placing a greater emphasis on supporting research training.

In 2002, post-implementation work was undertaken to consolidate the gains resulting from implementing the New Age Business Services (NABS) project. One of the main attributes of this new system is the innovative use of Web and Workflow technology, enhancing the quality of services to end-users. A DataMart (a rudimentary Datawarehouse) was established to provide enhanced access and improved on-line responses to enquiries. Further work is being undertaken to establish a Datawarehouse to enable quick and easy access to executive and management information, with the ability to provide different dimensions and mixes of information.

As indicated above, the achievement of outcomes espoused in *The Griffith Project* will put pressure on space and highlight the need to undertake a considerable level of capital development. In turn, this will require the identification of alternatives for financing the required capital development. The University has commissioned a detailed study into the financing options available to it.

The implementation of such an expanded Capital Development Program, including electronic infrastructure, by maximising the use of cash reserves and liquid cash balances as internal sources of loan capital, will lead to more limited levels of working capital being available for daily operations in 2003. This has necessitated developing robust daily cash-flow management functions to minimise disruption to operations and, if necessary, considering temporary overdraft facility or external loans to substitute internal loans to improve liquidity.

Undoubtedly, all of this will require the University to carefully assess its resource allocation priorities and to manage finances with even greater care and professionalism.

### 'University constitution and functions

#### Enabling legislation

Griffith University is constituted under the *Griffith University Act 1998* as a body corporate and has a common seal.

#### Powers and functions

The Act provides for a broad range of powers and functions, including the following specific provisions.

#### Functions of University

The University's functions are:

- (a) to provide education at university standard; and
- (b) to provide facilities for study and research generally, and, in particular, for people in the cities of Brisbane, Gold Coast and Logan; and
- (ba) to encourage study and research; and
- (c) to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community; and
- (d) to provide courses of study or instruction (at the level of achievement the council considers appropriate) to meet the needs of the community generally, and, in particular, the people in the cities of Brisbane, Gold Coast and Logan; and
- (e) to confer higher education awards; and
- (f) to disseminate knowledge and promote scholarship; and
- (g) to provide facilities and resources for the wellbeing of the university's staff, students and other persons undertaking courses at the university; and
- (h) to exploit commercially, for the university's benefit, a facility or resource of the university, including, for example, study, research or knowledge, or practical application of study, research or knowledge,

belonging to the university, whether alone or with someone else; and

- (i) to perform other functions given to the university under this or another Act.

#### General powers of University

- (1) The university has all the powers of an individual, and may, for example -
  - (a) enter into contracts; and
  - (b) acquire, hold, dispose of, and deal with property; and
  - (c) appoint agents and attorneys; and
  - (d) engage consultants; and
  - (e) fix charges, and other terms, for services and other facilities it supplies; and
  - (f) do anything else necessary or convenient to be done for, or in connection with, its functions.
- (2) Without limiting subsection (1), the university has the powers given to it under this or another Act.
- (3) The university may exercise its powers inside or outside Queensland.
- (4) Without limiting subsection (3), the university may exercise its powers outside Australia.

#### 'Powers of Council

- (1) The council may do anything necessary or convenient to be done for, or in connection with, its functions.
- (2) Without limiting subsection (1), the council has the powers given to it under this or another Act and, in particular -
  - (a) to appoint the university's staff; and
  - (b) to manage and control the university's affairs and property; and
  - (c) to manage and control the university's finances.

### 'Terms of office of Council members

The membership of the University Council is outlined on page 6. The terms of the appointments are described below.

#### Appointed members

- (1) There are 8 appointed members.
- (2) The Governor-in-Council is to appoint the appointed members.

#### Elected members

- (1) There are 12 elected members.
- (2) The elected members are -
  - (a) 4 members of the academic staff; and
  - (b) 2 members of the general staff; and
  - (c) 3 students (one of whom must be a part-time undergraduate student); and
  - (d) 3 persons (other than persons eligible for membership under paragraph [a], [b] or [c]).

#### Additional members

- (1) There may be 2 additional members.
- (2) The council may appoint the additional members.
- (3) An additional member must not be -
  - (a) a member of the academic or general staff; or
  - (b) a student.

#### Appointed member's term of office

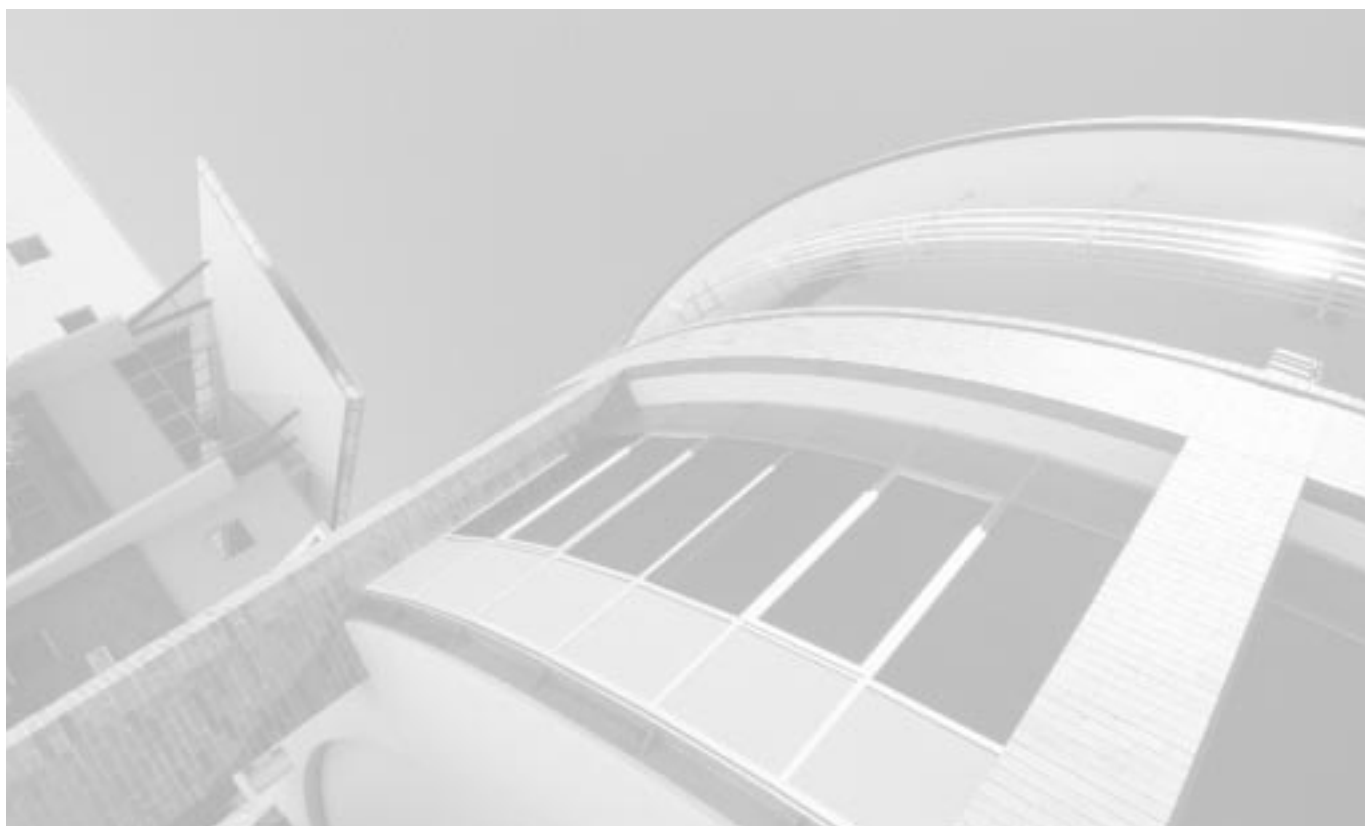
An appointed member is to be appointed for a term of not more than 3 years.

#### Elected member's term of office

- (1) An elected member mentioned in section (2)(a) to (c) [above] holds office for 2 years.
- (2) An elected member mentioned in section (2)(d) [above] holds office for 3 years.

#### Additional member's term of office

The appointment of an additional member is to be for a term of not more than 3 years decided by the council.



### ‘Subcommittees of Council

A number of committees report directly to the Council. The major committees are outlined below.

**Aboriginal and Torres Strait Islander Advisory Committee.** Responsible for advising Council on Indigenous issues, including an Indigenous Strategic Plan.

**Academic Committee.** The senior body within the University, which debates, decides and makes recommendations to Council on academic and research developments, and academic and research policies and procedures.

**Campus Life Board.** Responsible for providing quality services and physical facilities to staff and students on the Brisbane and Logan campuses.

**Community Service Committee.** Responsible for reviewing and promoting the University's community service activities, and, in particular, the annual allocation of community service grants.

**Equity Committee.** Responsible for facilitating the achievement of the University's strategic equity priorities through ensuring that diversity and inclusiveness are reflected in all programs, policies and practices of the University and its elements.

**Finance and Property Committee.** Responsible for advising Council on a range of critical resource issues, including income projections, operating budget allocations, capital expenditure, financing strategies and risk management.

### Staff Support and Development Committee.

Responsible for supporting the implementation of the University's Staff Support and Development Plan.

In addition to the Council subcommittees above, there are three advisory councils; namely, the Gold Coast Advisory Council, the Queensland College of Art Advisory Council, and the Queensland Conservatorium Advisory Council. They advise the University Council on strategic directions for teaching, research and community service at each college.

### 'Public Sector Ethics Act

Under the *Public Sector Ethics Act 1994*, Griffith University is required to have a Code of Conduct. The Code sets out the University's expectation that all staff will behave professionally and with respect and consideration for others.

In July 2000, the University Council approved Griffith's initial *Code of Conduct*. From November 2001, Code of Conduct booklets were produced and issued to all existing and new staff.

After a review in 2002, the Code of Conduct was revised, and further reviews will be conducted, biennially. In addition to hard copy distribution, the Code is available electronically, on the Griffith web site.

New staff are given a Code of Conduct booklet on their appointment and are requested to read and understand the Code as a component of the orientation program *Discovering Griffith—on the web*.

### 'Whistleblowers Protection Act

Under the *Whistleblowers Protection Act 1994*, Griffith University is required to report annually (as an inclusion in its Annual Report) on the number of disclosures made in accordance with the Act and the number of disclosures verified.

In 2002, one disclosure was made and none verified, in accordance with the Act.

### 'Controlled entity

#### Griffith Medical Research Institute

The Griffith Medical Research Institute (GMRI) is a registered public company, limited by guarantee, unlisted on the Stock Exchange, incorporated 20.10.1990. It does not have a share capital and the company has been dormant since incorporation.

The Memorandum of Association objectives state that the company was established to develop and operate a centre to conduct and develop medical research and associated activities, and also undertake the commercial realisation of such research and to apply the proceeds towards the centre's objectives.

As a controlled entity, the Griffith Medical Research Institute is subject to audit by the Auditor-General.

### 'Risk management

Risk management is an integral component of the University's efficient operation, in identifying and managing significant business risks that could materially impact on the University's operations.

The University has policies and procedures that address risk management across its operations, including financial management, insurance, physical infrastructure maintenance, security, workplace health and safety, systems infrastructure, maintenance and management, and project risk management.

Specific plans include the Bushfire Management Plan and the Emergency Management Plan, which are validated and updated annually. A disaster recovery plan and business resumption plans for information services have also been drafted.

### 'Audit Committee

The overall role of the University's Audit Committee is to assist the Vice Chancellor and the Council to discharge the responsibilities under the *Financial Administration and Audit Act 1977* and other relevant legislation.

The Audit Committee reviews the annual Client Services Plan prepared by the Queensland Audit Office. The plan contains the audit strategy and details specific areas of audit emphasis, the level of reliance on internal audit reports and the audit fee.

Internal audit activities are approved and monitored by the Audit Committee. The internal audit strategy and annual audit plan, prepared by the Internal Auditor after consultation with management at various levels, are reviewed and approved by the Audit Committee.

On completion of the planned audits, prepared in terms of compliance with legislation and University policy, the Audit Committee assesses the audit report findings and relevant management responses and advises the University Council, as appropriate.

The Audit Committee membership comprises:

- > Chairperson, appointed by the University Council from among the Finance and Property Committee members
- > Vice Chancellor, ex officio
- > Pro-Vice Chancellor (Administration), ex officio
- > Director, Finance and Business Services, ex officio
- > One Dean, appointed by the Council
- > Two members of the Council, appointed by the Council
- > One member nominated by the Institute of Internal Auditors and appointed by the Council.

## 'Doctorates

A complete list of Griffith University doctorates awarded in 2002 is set out below.

## 'Arts and Education

### Centre for Applied Linguistics and Languages

- > Gary Birch  
*Learning strategies instruction in French immersion: a comparison between two approaches.*

### Key Centre for Ethics, Law, Justice and Governance

- > Peter McDermott  
*Equitable damages.*
- > Douglas Magendanz  
*Regarding each other: a Kantian account of reasonable moral agency.*

### Queensland College of Art

- > Cameron Stelzer  
*Fullness and fulfilment: a theological interpretation of early Christian church mosaics.*

### School of Arts

- > Nicole Bourke  
*From the cradle to the grave: a novel & exegesis.*

### School of Cognition, Language and Special Education

- > Cheryl Gilbert  
*Evaluation of a training programme for unemployed adults with a disability.*
- > Michael Shapcott  
*Understanding the mechanisms of non-government human service delivery in a period of social change.*

### School of Criminology and Criminal Justice

- > Lyn Hinds  
*Law and order: the politics of get tough crime control.*
- > Stuart Macintyre  
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