

# *Annual Report*

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## The following sections will be reported separately online (not within this report):

- Consultancies
- Overseas travel

Please access at [griffith.edu.au/annual-report](http://griffith.edu.au/annual-report) or on the Queensland Government Open Data website at [data.qld.gov.au](http://data.qld.gov.au)

Copies of this report are available in paper form by contacting the Office of Marketing and Communications on **+61 7 3735 6741**.



Griffith University is committed to providing accessible services to people from all culturally and linguistically diverse backgrounds. If you require assistance to understand the annual report, you can contact the Office of Marketing and Communications on +61 7 3735 6741 to arrange an interpreter to effectively communicate the report to you.



# Vision and mission

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To transform lives and add to human knowledge and understanding in a way that creates a future that benefits all. We will pursue our vision through our core principles of excellence, ethics, and engagement.

## Excellence

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- We commit to excellence in our work, ambitious to ensure that our teaching and learning, research, and engagement is of the highest quality.
- In the pursuit of excellence, we reach across boundaries of all kinds within and beyond the University. In particular, we pride ourselves on our interdisciplinary work and our ability to engage with industry, government and the not-for-profit sector.
- Students will be provided with high-quality education and the capacity to develop and apply knowledge to exercise influence and make meaningful lifelong contributions to their communities.
- We recognise the central role of academic freedom and a robust culture of free speech to university life.

## Ethical behaviour

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- We celebrate being an inclusive and diverse community, and create pathways to education for a wide variety of people regardless of their background.
- We have a long-standing commitment to environmental sustainability and guardianship of our unique campus ecosystems.
- We are committed to social justice and see the United Nations Sustainable Development Goals (SDGs) as one powerful articulation of these values. The SDGs set out 17 goals to 'achieve a better and more sustainable future for all' in areas such as poverty reduction, good health, quality education, and climate action.

## Engagement

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- We recognise the unique place of First Peoples in our history and culture and the importance of respecting Indigenous knowledge, culture and talent.
- We are ethical in our collaborations with a wide variety of partners, seeking mutual and sustainable value in our partnerships.
- We recognise our particular obligations to the communities in which our campuses are based and are committed to being good neighbours who enhance local life.
- We engage globally, paying particular attention to our enduring relationship with Asian and Pacific countries.
- Our international relationships seek to enhance the capacity of partners in areas such as teaching and learning, research, and community partnerships.

# Chancellor and Vice Chancellor's report



Mr Henry Smerdon AM DUniv,  
Chancellor



Professor Carolyn Evans,  
Vice Chancellor and President

## 2019 overview

Griffith University's fifth Vice Chancellor Professor Carolyn Evans commenced in February 2019, taking over the custodianship of the University following a long and distinguished tenure by Professor Emeritus Ian O'Connor AC. In addition to engaging the University in the development of a new Strategic Plan, the Vice Chancellor recruited candidates into the senior leadership ranks to deliver on the objectives of the new strategy and to fill vacant roles.

The recruitment of a new Deputy Vice Chancellor (Research), Professor Mario Pinto, brings an internationally respected chemical biologist onto the leadership team. Professor Pinto has served as President of the Natural Sciences and Engineering Research Council of Canada, Chair of the Global Research Council, and Vice President Research and Chair of Chemistry at Simon Fraser University and is a Fellow in the Royal Society of Canada. Professor Pinto boasts an enviable record in brokering partnerships with industry and commercial entities, government departments, community organisations and international partners. Professor Pinto will commence as Deputy Vice Chancellor (Research) in February 2020.

One of the commitments of the new Strategic Plan is to strengthen our First People's leadership structures. With that in mind, Council approved the establishment of a Pro Vice Chancellor (Indigenous) position at its meeting in June. The recruitment process was completed in December with the appointment of Professor Cindy Shannon AM as the University's first Pro Vice Chancellor (Indigenous). Professor Shannon will be the University's executive leader and enabler of University activity and initiatives in Indigenous education, community engagement, research and innovation.

Other significant appointments during 2019 included those to the newly established positions of Pro Vice Chancellor (Learning and Teaching), Professor Carol Evans and Pro Vice Chancellor (Research), Professor Andrea Bishop. Council established these additional senior roles in response to the growing scale and complexity of the University.

## Selected highlights

The year started well for Griffith with Australia Day honours for Professor Paul Simshauser from the Department of Accounting, Finance and Economics, Dr Dinesh Palipana from the School of Medicine, and Matthew Condon from the School of Humanities, Languages and Social Science. These were followed later in the year by the Queen's Birthday Honours which included Professor Mark von Itzstein AO, Director of the Griffith Institute for Glycomics.

In March, the Australian Research Council published the results of the Excellence in Research for Australia 2018 evaluation. The outcomes for Griffith were excellent, with 59 out of 61 specific fields of research rated as world standard or above, with 20 fields awarded the highest rating of 'well above world standard'.

The University also achieved excellent rankings outcomes in 2019, breaking into the Top 201–250 band for the first time on the influential Times HE World University Rankings 2020, matching its Top 250 ranking on the US News Global Rankings. Griffith also rose two places to 35th in the *Times Higher Education* 2019 Young University Rankings.

In terms of subject areas, Griffith was ranked by the prestigious Shanghai Global Ranking of Academic Subjects in 37 subjects with nine of these in the global top 100. Griffith is ranked as the leading university in Australia in three subject areas: Hospitality and Tourism Management (2nd in the world), Nursing and Midwifery (4th in the world) and Law and Criminology (29th in the world). The University was also ranked 2nd nationally for Marine/Ocean Engineering (13th in the world).

Griffith Business School has maintained its prestigious international accreditation with the AACSB (Association to Advance Collegiate Schools of Business) International for another five years. AACSB International provides quality assurance, business education intelligence, and learning and development services to more than 1,700 member organisations and more than 840 accredited business schools worldwide.

*The University achieved excellent rankings outcomes in 2019, breaking into the Top 201-250 band for the first time on the influential Times HE World University Rankings 2020.*

The new \$80 million Engineering, Technology and Aviation Building at the Nathan campus was handed over to the University in late October. Teaching in the building will commence in Trimester 1, 2020. The building is exceptionally well designed and was brought to fruition ahead of time and within budget.

## Staff recognition

Griffith's acknowledged excellence in learning and teaching was again nationally recognised with inspirational mathematics educator Associate Professor Kevin Larkin from the School of Education and Professional Studies named in February as the 2018 Australian University Teacher of the Year—the fourth Griffith academic to win this prestigious award.

The academic excellence of our staff was highlighted through recognition of several leading scholars as fellows of learned academies. Professor Carolyn Evans and Professor Renee Jeffery were named as Fellows of the Academy of Social Sciences in Australia while Professor Gerry Docherty was announced as a Fellow of the Australian Academy of the Humanities.

Professor Huijun Zhao was named as a Highly Cited Researcher by the Web of Sciences Group which recognises the world's most influential researchers of the past decade by the production of multiple highly-cited papers that rank in the top 1 per cent by citations for field.

In November, Associate Professor Jeremy Brownlie was named as the President of Science and Technology Australia (STA) for a two-year term. STA is Australia's peak body in science and technology representing more than 75,000 Australian scientists and technologists working across all scientific disciplines.

## Student and alumni recognition

Griffith continued its proud tradition as a university with a focus on Asia with nine students named as recipients of the prestigious New Colombo Plan Scholarships—more than any other university this year. Ms Caitlene Hillman from the Griffith Business School was selected from 4,700 candidates from around the world as a Schwarzman Scholar for 2020–2021. Caitlene will be Griffith University's first Schwarzman Scholar, the second Queenslander ever to receive this prestigious scholarship.

Griffith Law alumnus Ms Sasha Purcell of the Whaleboat family from the Torres Strait was awarded a Fulbright scholarship to study law in the USA. Sasha's achievement was celebrated at the valedictory dinner for 140 First People students graduating from Griffith University in 2019.

Griffith University Outstanding Alumnus 2018, Katarina Carroll APM became the first woman to be appointed to the position of Commissioner in the Queensland Police Service's 159-year history.

The Miles Franklin Literary Award is Australia's most prestigious literature prize. The winning novel for 2019, was *Too Much Lip* by Melissa Lucashenko. Melissa is a regular contributor to Griffith Review, a member of the Griffith Review Advisory Board and a proud Griffith alumnus with a major in Public Policy.

Dr Dinesh Palipana OAM, medical alumnus, was announced at a function in New York City as one of 10 global recipients of the 2019 Henry Viscardi Achievement Awards honouring leaders with disabilities.

Griffith alumnus Professor Qiyong Liu, Chief Scientist for Health and Climate Change China was named the 2019 Alumnus of the Year at the Australia China Alumni Awards in Beijing. The award recognised his remarkable achievements in public health and particularly working with poor and vulnerable communities.



Katarina Carroll APM Bachelor of Criminology and Criminal Justice, Master of Public Administration, Outstanding Alumnus Award winner 2018

Queensland Police Commissioner Katarina Carroll APM wanted to be a community cop when she started her policing career but instead, she rose through the ranks becoming a trailblazer for women in the police and fire services. Her distinguished policing career also saw Commissioner Carroll lead Queensland's security efforts at the 2014 G20 Brisbane summit. 'I think wherever you go you should make sure that you leave a legacy that you have made the organisation a better place,' she said. Commissioner Carroll was named Griffith University's Outstanding Alumnus Award winner 2018. 'I'm a lifelong learner and a lot of that has been done through Griffith. Education influences your life personally and professionally and Griffith has certainly done that for me.'



# Chancellor and Vice Chancellor's report

## Creating a future for all— Strategic Plan 2020–2025

Following her commencement Vice Chancellor, Professor Carolyn Evans, immediately initiated consultations with the University community around development of the new Griffith University Strategic Plan which was publicly launched in November.

The resulting *Creating a future for all—Strategic Plan 2020–2025* provides the blueprint for Griffith University's development through to its 50th anniversary in 2025, and beyond. The plan reflects the University's intent to be more confident in the expression of its values, more distinctive from its competitors, more ambitious in its aspirations for the future, and to be a university renowned for its commitment to excellence, ethical behaviour and engagement.

It contains the core commitments, key actions and outcomes that will guide the University's direction through to 2025 including major campus developments, interdisciplinary research Beacons, a Graduates of the Future program, a focus on industry linkages and strategic international partnerships. It sets out the many ways Griffith will build its reputation, develop its people and achieve success as a Top 200 global university.

The strategy was the result of months of consultation and collaboration with staff, students, Council members, alumni, partners in industry and government, and the wider community. It is structured around six inter-related core commitments that cascade from Griffith's values and include the key activities of high-quality teaching and research that will be enabled by strategic partnering, a significant investment in people and a program of substantial renewal across the University's campuses.

Some of the key values-based initiatives include committing to major investments in sustainability; building on Indigenous student and staff strengths, and focusing on the success of an inclusive student and staff body.

A major capital program of \$1.0 billion over the coming decade will be spent on physical infrastructure, including a substantial new development in the Brisbane CBD, and a further \$350 million on digital infrastructure. Other capital works will include an industry-oriented research facility at the Gold Coast Health and Knowledge Precinct, new buildings for sciences and social sciences at Nathan campus, and welcoming of key partners on the Logan campus.

A highlight of the plan will see expenditure of at least \$25 million over the next five years to establish six interdisciplinary Griffith Research Beacons—research groupings aimed at answering the critical questions of the future and translating research outcomes into real-world solutions.

The student experience will be enhanced through the creation of the Griffith Graduates of the Future program to provide an outstanding education alongside preparation for the workforce for our undergraduates. The program includes an investment of up to \$20 million in educational technologies including the Virtual Learning Environment, and the development of micro-credentials to enable students to both develop and demonstrate employability skills, and the creation of digitally-badged short courses to upskill worker learners.

The University will continue to build a modern and motivated workforce through a major increase in expenditure on professional development for our staff with a focus on early and mid-career researchers and developing academic and professional staff leaders.

Griffith is committed to establishing strong relationships by building a visible, easy to use 'front door' to the University for partners, with additional expenditure for both research and teaching/learning partnerships. The commitment aims to ensure that Griffith plays a substantial role in creating work-ready graduates and in fostering relationships with industry that benefit the Australian economy. Most importantly, Griffith will continue to make a difference in the lives of people by providing an outstanding education and delivering research with demonstrable societal impact.

## Strategic overview

At the Commonwealth level, the Coalition government was returned at the May Federal election with the Honourable Dan Tehan MP re-appointed as the Minister for Education and the Honourable Karen Andrews MP as the Minister for Industry, Science and Technology. Nine Griffith University graduates were elected to the Australian Parliament—eight in the House of Representatives and one in the Senate.

While the University sector expects greater continuity and relative policy stability as a result of the election outcome, major additional financial commitments to higher education are unlikely for the foreseeable future (apart from rural and regional universities).

Pre-existing policy measures affecting the higher education sector, including those that impact the University's funding envelope, are highlighted below:

- Commonwealth Grant Scheme (CGS) maximum basic grant for 2020 remains the same as for 2018–2019, but with an additional performance-based funding component based on four measures: graduate employment outcomes, student success, student experience, and participation of Indigenous, Low socio-economic status, and regional and remote students. The additional funding, based on the projected population growth in the 18–64 year-old bracket, will equate to nearly \$80 million in 2020, growing to 7.5 per cent of the CGS within four years.

- There will be some redistribution of Commonwealth support places (sub-bachelor and enabling, and postgraduate).
- Rural and regional universities will receive more support.
- Research priorities will continue to be driven by what is considered to be in the national interest and programs to enhance collaboration with industry.

Significantly for this University, and following submission of a compelling case, the City of Gold Coast has been classified as a regional centre, meaning it is eligible to access the Commonwealth pool of 25,000 student visas on offer which allow additional one-year post-study work visas.

The French Review into Academic Freedom and Freedom of Speech was finalised in March with universities expected to adopt or adapt the Model Code to suit their circumstances. Following internal consultation in the latter part of 2019, the Griffith University Council will consider adapting the Model Code, with due reference to the Queensland *Human Rights Act 2019*, during the first half of 2020.

The other major development of significance to the university sector was the release in November of *Guidelines to counter foreign interference in the Australian university sector*. The University is in the process of adapting these Guidelines to enhance safeguards against foreign interference.

Collaboration with the Queensland government during 2019 has been extremely positive with the highlight being the attendance by The Honourable Annastacia Palaszczuk MP, Premier and Minister for Trade at the opening of the Ian O'Connor Building at the Gold Coast campus in early December. State government representatives were also on hand to officially open or visit new facilities including the Griffith Innovation Centre on the Gold Coast, the Regional Innovation Data Lab at Logan, and for the Motor Accident Insurance Commission's \$2 million funding announcement for the Biospine Research Program at the Gold Coast. Importantly for Griffith's strategy through to 2025, several key meetings were conducted in the latter part of the year to discuss the University's Brisbane campus plans with senior members of Queensland government and departmental representatives.

The University's internal projections around the reduced 2020 Queensland school leaver cohort have proven to be accurate at year end. Subject to final application and acceptance trends in Trimester One 2020, the University does not expect to be impacted financially beyond that anticipated in its budget. The potential impacts of the reduced 2020 cohort have been ameliorated through the introduction several years ago of the Trimester model allowing student admissions and load to be more evenly distributed across the academic year, and a push by the University in 2019 to increase its international student load.

## High-quality research with impact

In 2020 Griffith will continue to deliver on its mission to transform lives and to create a future for all by providing life-changing education and research with impact. We will continue to produce research that resonates globally and locally, including our areas rated 'high impact' in this year's Excellence in Research Australia Engagement and Impact Assessment which include:

- twenty-five years of coastal management on the Gold Coast
- leaders in whistleblowing research and legislative change
- better vascular access to improve patient care
- tackling water quality on the Great Barrier Reef
- solutions for the management of pest fruit flies.

The University has produced breakthrough physics research measuring how fast an electron can tunnel through a barrier, rewriting physics textbooks. Griffith health researchers cured cervical cancer in mice with CRISPR gene-editing technology using nanoparticles to halt the spread of cancer-causing cells. The University's Institute for Glycomics has formed a significant partnership with Hong Kong-listed China Grand Pharma's newly established Australian company Grand Medical Ltd to develop a drug for Human Parainfluenza Virus. Our archaeologists have discovered a cave painting in Indonesia that is at least 44,000 years old and which portrays a group of part-human, part-animal figures casting new light on the origin of modern human cognition.

## Concluding remarks

This year has been an immensely successful one for Griffith University, and the extensive groundwork laid by the University leadership over 2019 placed Griffith in a strong position to continue to excel in all aspects of academic endeavour—research, teaching and learning, external engagement and partnering. 2020 will see an escalation in the roll-out of the strategic plan and the vision for Griffith in 2025 begin to unfold.

# Letter of compliance

## Report to the Minister for Education and Minister for Industrial Relations

### Presented to Parliament by Command

The Honourable Grace Grace MP  
Minister for Education and Minister for Industrial Relations  
PO Box 15033  
CITY EAST QLD 4002

25 February 2020

#### Dear Minister

I am pleased to submit for presentation, on behalf of the Council of Griffith University, this Annual Report 2019.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual Report Requirements for Queensland Government Agencies*.

A checklist outlining the annual reporting requirements can be accessed at [griffith.edu.au/annual-report](http://griffith.edu.au/annual-report)

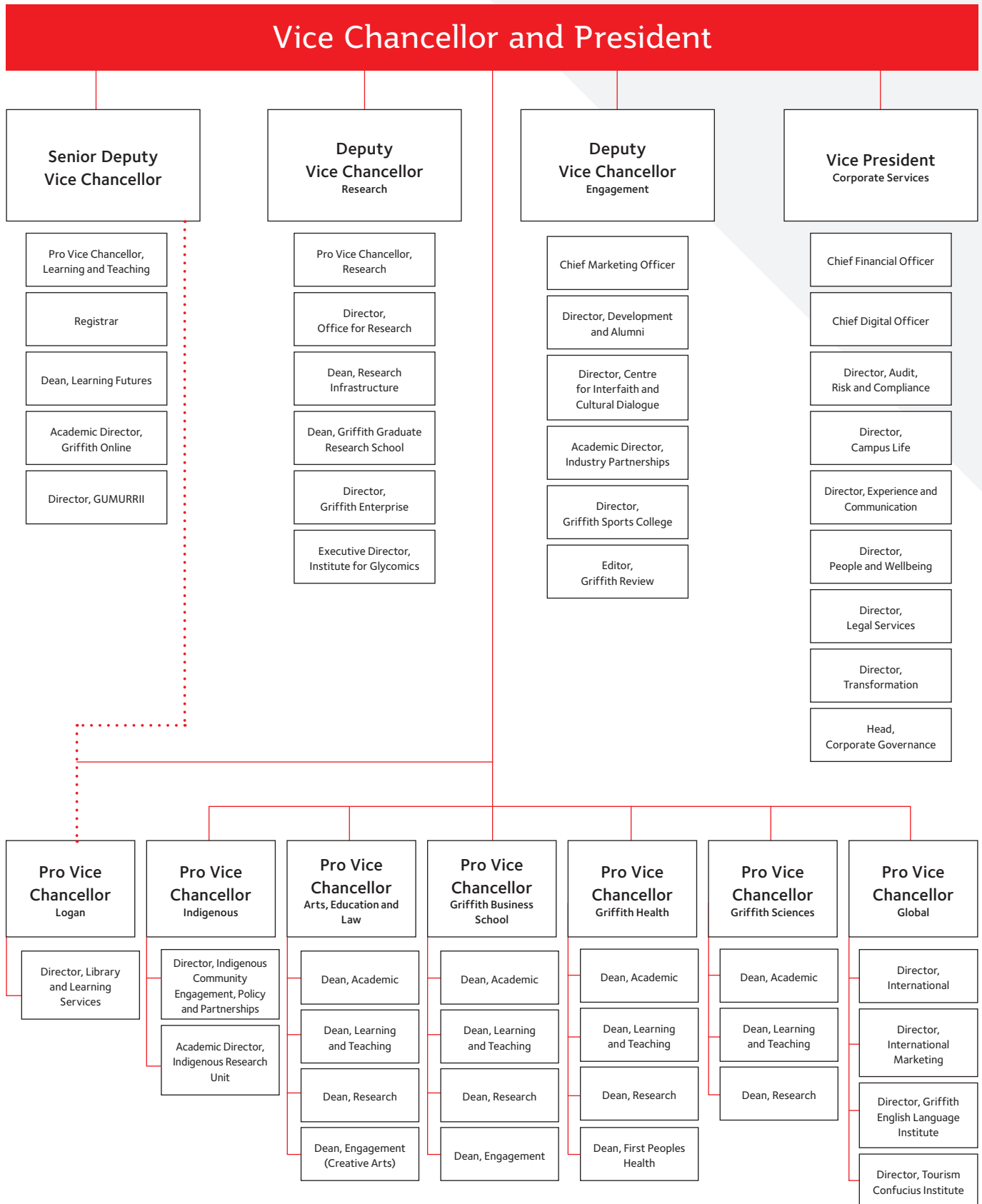
Yours sincerely



**Mr Henry Smerdon AM DUniv**  
Chancellor  
Griffith University



# Organisational structure



# Governance

## Management and structure

### Act or instrument

Griffith University is constituted under the *Griffith University Act 1998* as a body corporate and has a common seal. The University was established on 21 September 1971 under the *Griffith University Act 1971*.

### University general powers

The University has the powers given to it under the *Griffith University Act 1998* or any another Act and may exercise its powers inside or outside Queensland and outside Australia.

### University Council

#### Name of Governing body

Council of Griffith University

#### Council powers

The Council may do anything necessary or convenient to be done for, or in connection with, its functions. The Council has the powers given to it under the *Griffith University Act 1998* or any another Act and, in particular:

- to appoint the University's staff
- to manage and control the University's affairs and property
- to manage and control the University's finances.

Note: Further details of Griffith University governance are outlined on pages 13–18.

### Functions

The *Griffith University Act 1998* provides for a broad range of functions and powers, including the specific provisions below:

- to provide education at university standard
- to provide facilities for study and research generally, and, in particular, for people in the cities of Brisbane, Gold Coast and Logan
- to encourage study and research
- to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community
- 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
- to confer higher education awards
- to disseminate knowledge and promote scholarship
- to provide facilities and resources for the wellbeing of the University's staff members, students and other persons undertaking courses at the University
- 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
- to perform other functions given to the University under this or another Act.

Council has 18 members comprising official members, appointed members, elected members and additional members. Council has overall responsibility for the University's sound and effective governance and approves the University's strategic direction; monitors the University's progress using agreed performance indicators; and approves the University's budget, policies and delegations of authority.

The Council membership is listed on page 10.

## Achievements

The key strategic decision-making and governance activities undertaken by Council in fulfilment of its primary governance responsibilities in 2019 are summarised below.

Council approved the following strategic items:

- *Creating a future for all—Strategic Plan 2020-2025*
- University Budget 2020
- Capital Management Plan 2020
- Corporate Risk Register
- New Enterprise Risk Management Policy Suite
- Brisbane Campuses Vision and Development Strategy
- Logan Campus Master Plan
- Establishment of three executive positions: Pro Vice Chancellor (Research); Pro Vice Chancellor (Learning & Teaching); Pro Vice Chancellor (Indigenous)
- Five academic and two division review reports and implementation plans
- Compliance reporting: verification of ongoing compliance with the *Voluntary Code of Best Practice for the Governance of Australian Universities*, and *TEQSA Higher Education Standards Framework (Threshold Standards) 2015*
- Invited seven nominees to accept the award of Doctor of the University.

An independent review of Council was undertaken during the fourth quarter of 2019. Report due to be submitted to Council in the first quarter of 2020.

## Financial reporting

Not exempted from audit by the Auditor-General. Transactions of the entity are accounted for in the financial statements.

## Remuneration

The Chancellor receives an honorarium from the University. Other Council members and Committee members are not remunerated for their services. Staff members who serve as Council members are only remunerated for their substantive role within the University.

## Council subcommittees

The key committees that report directly to the Council are:

- Academic Committee, the senior body within the University responsible for teaching and learning, and research policies. The membership is as follows:  
Chairperson: Professor Debra Henly, Senior Deputy Vice Chancellor  
Deputy Chairperson: Professor Wendy Loughlin

### Ex officio members:

Deputy Vice Chancellors; Vice Presidents; Pro Vice Chancellors; Deans; Heads of School/Department; Chair, University Appeals Committee; Registrar, Student Life; University Librarian;

### Members appointed by Council:

Dr Naveen Sharma

### Elected members:

12 academic staff members, at least two from each academic group

One elected higher degree by research student;

One coursework post graduate student;

Four undergraduate students, one from each academic group.

- Finance, Resources and Risk Committee, responsible for advising Council on critical resource issues, including income projections, operating budget allocations, capital expenditure, financing strategies and risk management. The membership is as follows:

### Ex officio members:

Mr Henry Smerdon AM, Chancellor

Professor Carolyn Evans, Vice Chancellor

Ms Rachel Hunter DUniv, Deputy Chancellor (Vice Chairperson)

### Members appointed by Council:

Chairperson: Mr Andrew Fraser

Ms Rhonda White AO DUniv

Professor Liz Jones

Dr Naveen Sharma

### Members appointed by the Committee:

Mr Steven Leigh

Mr Jonathan Ives

- Audit Committee, responsible for assisting the University Council and the Vice Chancellor to discharge financial and performance management responsibilities imposed under the Financial Accountability Act 2009, Financial and Performance Management Standard 2019 and other relevant legislation. Audit Committee members are appointed by Council. Staff and students may not be appointed as members.

### Members appointed by Council:

Chairperson: Mr Ian Rodin

Ms Amelia Evans

Ms Kim Challenor

Mr Simon Hancox

Mr Gareth Long

External committee members do not receive remuneration.

In addition to these committees, there is one advisory council, the Gold Coast Advisory Council (Chairperson as at 31 December 2019: Dr John Kearney OAM). The Gold Coast Advisory Council advises the University Council on strategic directions for teaching, research and community service at the Gold Coast campus.

# Governance

## Membership

Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
<b>Chancellor, Chair of the University Council Official Member (Elected by Council)</b> Current term: 01/06/18-31/05/22	Henry Smerdon AM	8/8 Council meetings	\$60,000 pa	N/A	\$60,000 honorarium
<b>Vice Chancellor Official Member</b>	Professor Carolyn Evans	8/8 Council meetings	N/A	N/A	N/A
<b>Deputy Chancellor Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Rachel Hunter	7/8 Council meetings	N/A	N/A	N/A
<b>Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Clinton Dines	7/8 Council meetings	N/A	N/A	N/A
<b>Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Amelia Evans	7/8 Council meetings	N/A	N/A	N/A
<b>Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Andrew Fraser	8/8 Council meetings	N/A	N/A	N/A
<b>Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Olivia Loadwick	6/8 Council meetings	N/A	N/A	N/A
<b>Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Ann Robilotta- Glenister OAM	7/8 Council meetings	N/A	N/A	N/A
<b>Governor in Council Member</b> Current term: 31/10/2017-30/10/2021	Rhonda White AO	7/8 Council meetings	N/A	N/A	N/A
<b>Elected Undergraduate Student Member</b> Current term: 28/10/19-27/10/21	Liam Baker	1/1 Council meeting	N/A	N/A	N/A
<b>Elected Academic Staff Member</b> Current term: 28/10/17-27/10/21	Professor Liz Jones	7/8 Council meetings	N/A	N/A	N/A
<b>Elected Undergraduate student member</b> 28/10/17-27/10/19	Ryan Kungl	4/7 Council meetings	N/A	N/A	N/A
<b>Elected Academic Staff Member</b> Current term: 28/10/17-27/10/21	Professor Gary Rogers	7/8 Council meetings	N/A	N/A	N/A
<b>Elected Postgraduate student member</b> Current term: 28/10/19-27/10/21	Srinath Chithravelu Poochan	1/1 Council meeting	N/A	N/A	N/A
<b>Elected Professional and Support Staff Member</b> Current term: 28/10/17-27/10/21	Dr Naveen Sharma	6/8 Council meetings	N/A	N/A	N/A
<b>Elected Postgraduate Student Member</b> Term: 28/10/17-10/05/19 (resigned)	Vincent Tawiah	2/3 Council meetings	N/A	N/A	N/A
<b>Additional Member</b> Current term: 01/01/18-31/12/19	Robert Anderson OAM	8/8 Council meetings	N/A	N/A	N/A
<b>Additional Member</b> Current term: 01/01/18-31/12/19	Sandra Anderson	6/8 Council meetings	N/A	N/A	N/A
<b>Additional Member</b> Current term: 01/01/18-31/12/19	Robert Borbidge AO	2/8 Council meetings	N/A	N/A	N/A
<b>Additional Member</b> Current term: 01/01/18-31/12/19	Craig Bassingthwaighe	6/8 Council meetings	N/A	N/A	N/A
<b>No. scheduled meetings/sessions</b>	Eight				
<b>Total out of pocket expenses</b>	N/A				



## University management

Through its organisational and management structure, Griffith fosters coherence and cooperation across the University in its teaching, research and service, and promotes the efficient and effective deployment of resources (including administrative resources) across its five physical campuses and one digital campus.

The University's organisational chart appears on page 7.

### High level goals of the *Strategic Plan 2018–2019*

- To provide an **excellent educational experience** to attract and retain students who, regardless of their background, will succeed at university and become graduates and alumni of influence.
- To continuously **improve our research performance** and, through our research, deliver social dividends.
- To attract and retain **excellent staff** who, through their teaching, research, professional support and engagement, will positively contribute to Griffith's development as a university of influence.
- To be a **sustainable** university.
- To enhance our **engagement with the Asia–Pacific region** and to consolidate our reputation as one of Australia's most Asian-engaged universities.

### New *Strategic Plan 2020–2025*

Council (October 2019) approved the *Creating a future for all—Strategic Plan 2020–2025*.

## Campuses

Gold Coast  
Logan  
Mt Gravatt  
Nathan  
South Bank  
Digital

## Academic groups

Academic units, including schools and departments are organised into four groups which facilitate learning and teaching, research and service activities across our campuses:

- Arts, Education and Law
- Griffith Business School
- Griffith Health
- Griffith Sciences

## Support services

Support services including Student Life, Finance, People and Wellbeing, Digital Solutions, Campus Life and Griffith International are organised as centralised offices that operate across all campuses. This structure supports consistent service levels, efficient resource use, and access to professional support and specialist expertise for all areas.

## Quality

Griffith embeds quality in all of its processes to achieve excellent outcomes. The culture is one of innovation and responsiveness, of review and improvement.

Responsibility for quality is explicitly assigned to line managers, particularly the Deputy Vice Chancellors, Vice Presidents, Pro Vice Chancellors, Deans, Heads of Schools and Departments, and Office Directors—in consultation with key University committees.

# Governance

## Controlled entities

Using powers granted under Section 65 of the *Griffith University Act 1998* the University has established the controlled entities described below.

### International WaterCentre Pty Ltd

The International WaterCentre Pty Ltd provides professional education and training, capacity development and applied research services to promote integrated and whole-of-water cycle approaches to policy, planning and management. Separate Financial Statements are prepared and audited by the Queensland Audit Office (QAO).

### Griffith Innovation Centre Ltd

Griffith Innovation Centre Ltd (formerly Gold Coast Innovation Centre Ltd) was established to encourage the growth of emerging technology enterprises in Queensland and provide mentorship.

In December 2019 the University Council resolved to approve the winding up of Griffith Innovation Centre Ltd and to continue delivering its aims and purpose through University operations rather than a separate legal entity.

### Compliance with the Voluntary Code of Best Practice for the Governance of Australian Public Universities

The Voluntary Code of Best Practice for the Governance of Australian Public Universities was approved by the joint meeting of Universities Australia and University Chancellors Council held on 15 May 2018. The Council reviews compliance annually and the University remains compliant with all aspects of the Code.

## *Human Rights Act 2019*

In preparation for the coming into operation of the *Human Rights Act 2019*, the University intends to provide access to human rights training for all staff in 2020. Human rights considerations have also been factored into a review of University policies commenced in 2019 and continuing through 2020.

## Government objectives for the community

Griffith University's objectives and activities align with the Queensland Government's objectives for the community to create jobs in a strong economy; give all our children a great start; keep Queenslanders healthy; keep communities safe; protect the Great Barrier Reef; and be a responsive government through:

- high-quality, student-focused learning and teaching that prepares work-ready graduates of influence in strong demand by employers across a comprehensive range of disciplines, professions and industries
- ground-breaking research that delivers social dividends and generates the knowledge needed to solve community problems
- community service through social inclusion and engagement programs, and innovative partnerships
- pursuit of its sustainability agenda.

# Other governance reports

## Audit Committee

The Audit Committee's primary role is to assist and support the University Council (Council) and the Vice Chancellor to discharge the financial and performance management responsibilities imposed under the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and other relevant legislation. The Committee covers all activities of the University and its controlled entities, excluding the academic activities and outcomes of teaching and research, unless the Vice Chancellor approves otherwise.

Throughout 2019 the Audit Committee observed the terms of its Constitution and had due regard to Treasury's *Audit Committee Guidelines*.

In 2019, the Audit Committee held four meetings:

- **26 February**—Nathan campus, five out of five members attended. Major focus: review of draft 2018 financial statements; cyber security.
- **22 May**—Nathan campus, five out of five members attended. Major focus: Vice Chancellor's annual presentation on strategic issues; cyber security update; annual updates on enterprise risk management framework and compliance framework.
- **21 August**—Nathan campus, four out of five members attended. Major focus: review of external audit strategy; cyber security update; fraud and corruption control capability action plan update; annual review of Internal Audit Charter.
- **20 November**—Nathan campus, four out of five members attended. Major focus: review of 2020 Internal Audit Annual Plan; end of year cyber security report; new valuers JLL valuation methodology presentation.

At its February meeting, the Audit Committee reviewed the University's 2018 Annual Financial Statements and recommended the Statements to the Chancellor and the Vice Chancellor for signing. The 2018 Annual Financial Statements were subsequently certified by the QAO and tabled in parliament.

The QAO is responsible for external audit and prior to 2018 had contracted private firms to undertake the external audit function. From 2018, the QAO has conducted the external audit function. One or more QAO representatives have attended each of the four Audit Committee meetings held in 2019.

The Audit Committee reviewed external audit's management letters and the University's responses to ensure any issues related to internal control systems were responded to by management in an appropriate and timely manner. The 2018 closing report assessed financial statement preparation and internal controls as effective across all key processes with no deficiencies identified. The Committee noted that the process, timelines and quality of financial statements preparation was assigned the highest rating by the QAO, and that no adjustments were required.

The Committee also noted that the QAO's closing report provided the Committee with comfort about the quality of the valuer's report provided by AssetVal. At the November 2019 meeting the new and recently appointed valuers presented their valuation methodology to the Committee.

At its August 2019 meeting, the Audit Committee reviewed and confirmed the Audit Plan prepared by the external auditors. The Committee discussed various aspects of the Plan and noted that: the same benchmark for materiality was used as the year prior; reports of interest from the 2019 Internal Audit Plan would be considered to see if there was work that could be relied on for external audit; all prior year issues had been resolved and that timelines and key reporting deadlines had been agreed with the Chief Financial Officer; and the QAO would move from the current traffic light model to a maturity model in 2020 for audit assessments. The Committee discussed the interim report at its November 2019 meeting and noted that internal controls are effective, with no deficiencies and no unresolved control issues from prior years.

The Audit Committee monitored internal audit activities throughout 2019. The Internal Audit Charter was reviewed by the Audit Committee at its August meeting. The Committee recommended the Charter to the Vice Chancellor for endorsement.

On completion of planned 2019 internal audits, the Audit Committee assessed the audit report findings and management's responses. The Audit Committee also monitored implementation of audit recommendations. The Committee agreed to endorse the draft 2020 Internal Audit Plan subject to amendments agreed during the meeting. The Vice Chancellor subsequently approved the Plan.

At its August 2019 meeting, the Audit Committee completed the annual review of its Constitution and Council (October 2019) subsequently approved the recommended amendments to the constitution document.

The Committee continued to closely monitor cyber security risks throughout 2019 with reports providing updates on progress made against high risk items considered at all four meetings. At the November 2019 meeting the acting Chief Digital Officer provided the Committee with an end of year cyber security briefing, an update on the status of all high-risk IT items and an overview of Griffith's response to the QAO report *Managing Cyber Security Risks Report 3: 2019–2020*. Members noted key achievements, including completion of all high risk items with the exception of two that were still in progress, and delivery on all commitments made to the Audit Committee earlier in the year.

## Other governance reports

Management's approach to maintaining a sound and effective control environment was monitored and evaluated by the Audit Committee throughout the year via external and internal audit activities and reporting functions; reports from University management at Committee meetings; an annual meeting between the Chair and the Vice Chancellor, and quarterly meetings between the Chair and the Vice President (Corporate Services).

All Audit Committee meeting minutes were provided to subsequent meetings of the Council. The Committee's *2019 Annual Report* was considered by Council at its December 2019 meeting. The Report detailed the Committee's performance in relation to its functions, discussed the discharge of its responsibilities under its Constitution and reported on the findings of its annual self-evaluation process.

## Internal audit

The role of the University's internal audit function is to provide an independent, objective assurance and consulting service designed to add value and improve the operations of the University and its controlled entities (collectively, the University) as required by the Financial Accountability Act 2009. Internal Audit helps the University to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The function operates under a Charter, which is reviewed by the Audit Committee annually and approved by the Vice Chancellor and has regard to the Institute of Internal Auditors International Professional Practices Framework and the Queensland Treasury Audit Committee Guidelines.

The internal audit function performs its activities in accordance with its responsibilities under the Charter and follows the internal audit plan, which is reviewed annually, endorsed by the Audit Committee and approved by the Vice Chancellor. The annual audit plan is developed based on review of the University's key strategic and operational risks, discussion with University senior executive, governance committees, external and co-sourced auditors, higher education risk factors, specific management concerns, and other sources such as the Tertiary Education Quality and Standards Agency (TEQSA) Regulatory Risk Framework; and Crime and Corruption Commission (CCC) and QAO reports and plans.

University management maintain risk registers at corporate, and group and divisional levels. Fraud and Academic Fraud risk registers are also maintained. Significant risks identified during audits and audit recommendations are notified to University management and the Audit Committee in a timely manner to enable management to take appropriate remedial action. Mitigating actions undertaken to address risks and internal audit recommendations are followed up on a quarterly basis by Internal Audit to ensure timely implementation.

The function is independent of management and the external auditors and reports administratively to the Vice President (Corporate Services) and functionally to the Vice Chancellor and Audit Committee.

Systems have been established to ensure an effective and efficient internal audit function, including policies, procedures, templates, a quality assurance and improvement program, internal and external quality assessment and reporting to senior management and Audit Committee. The key performance indicators reported by internal audit are reviewed against the internal audit plan and implementation of recommendations.

Internal audit achievements during the year included completion of the annual internal audit plan, which included audit reports with recommendations for internal control and/or business process improvements; completion of grant acquittal reviews; and completion and or update of risk assurance maps for key financial processes.

Mr Dhanesh Raniga, Director, Audit, Risk and Compliance and Mr Dimitri Constantinous, Manager, Internal Audit hold appropriate qualifications as required by the Financial Accountability Regulations 2009, including Certified Practising Accountant, Chartered Accountant and professional memberships of the Institute of Internal Auditors.

## Risk management

The University recognises that strong risk culture and effective risk management are essential to achieving the University's strategy. The Griffith University Enterprise Risk Management Framework is aligned to the principles set out in the universally accepted standards; ISO 31000: 2018 Enterprise Risk Management and 2017 COSO ERM – Integrating with Strategy and Performance. The Framework lays the foundation for the University's approach and processes to risk management and will continue to evolve in support of the University's strategy and operational environment. The University's major strategic and operational risks for 2019 were identified and mitigation strategies were put into place to address these risks. Council endorsed the University's 2019 corporate risk register and associated mitigation strategies at its June 2019 meeting.

An effective Incident Response Management Plan and Crisis Management Plan continues to be developed to grow resilience and capabilities to anticipate, prepare, respond, rapidly recover and minimise adverse impacts from disruptive events and critical incidents across the University. This work will continue into 2020 with ongoing review, testing and analysis to identify vulnerabilities and to further develop understanding and capability to respond to disruptive or critical events.



The University's Finance, Resources and Risk Committee maintains effective oversight of the risk management strategies while the Audit Committee provides assurance that risk activities are performed. The University has adequate insurances in place to protect the University from significant financial losses. Insurance policies and strategies are in place to ensure University staff, students and property are appropriately covered. The University, in conjunction with its insurers, ensures that appropriate steps are taken to mitigate risk and all incidents leading to potential claims are notified to insurers in a timely and efficient manner.

## External scrutiny

There were no significant findings or issues identified by any external reviewer about the University during 2019.

## Workforce planning and performance

The University employs 4,584.2 full-time equivalent staff. The retention rate for staff is 91.39% and the permanent separation rate is 7.59 per cent.

The University is committed to ensuring its workforce is representative of the communities it serves. Workforce plans are part of the planning framework for academic groups and administrative divisions and are strategically aligned with corporate planning processes which focus on core areas—teaching and learning, research and research training, and engagement.

Griffith continues to manage employment practices and workforce issues through a range of strategies, initiatives, policies and employment law. The Equity Committee provides leadership and oversight of the University's strategic performance in equity, diversity and inclusion. The Committee critically evaluates the success and effectiveness of the University's Equity, Diversity and Inclusion Plan and reports annually to the Council on Plan outcomes. Key workforce strategies include: Griffith University Strategic Plan 2018–2019, Equity, Diversity and Inclusion Plan 2018–2019, *Disability Action Plan 2018–2020*, Reconciliation Action Plan, and Our People Plan 2017–2020. A First Peoples Graduate Program is currently being developed.

The Our People Plan 2017–2020 is the University's inaugural strategic people statement. The Plan's central premise is founded on a recognition that the capability and capacity of the workforce is key to achieving the University's ambitions. The Our People Plan aims to bring to life the strategies that need to be implemented to attract, retain, develop and value both academic and professional staff. A review of the Plan will commence in early 2020 to ensure alignment with the new Griffith University Strategic Plan 2020–2025.

Key policies that enable the University to manage employment issues include the Recruitment and Selection Policy and Procedure, Code of Conduct, Personal Relationships in the Workplace, Health and Safety Policy, Privacy Policy, Academic Staff Career Development Framework, and various policies and/or provisions of the enterprise agreement addressing specific employment practices, such as leave, relocation, remuneration, performance and professional development.

Griffith was again awarded Employer of Choice for Gender Equality in 2019—an award conferred on the University each year since 2001. We were also a finalist in the Employer of Choice category of the Women in Technology Awards and a finalist in the Australian HR Awards for the Best Diversity and Inclusion Program. We continued to successfully implement our four-year Griffith Athena SWAN Action Plan—increasing the proportion of women in STEM. The Gender Equality Research Network was also established to support and showcase remarkable Griffith research on gender equality, women's leadership, and gender inclusivity. Griffith continued to commit to advancing women's careers by delivering the Women in Leadership and Leneen Forde Leaders Program.

People and Wellbeing appointed a full-time First Peoples Employment Consultant in mid-2019 with achievements including re-establishing an Australian First Peoples Talent Pool and Staff Network. We continued to see an increase in Aboriginal and Torres Strait Islander employment with 67 staff as at 1 November (28 academic staff and 39 professional staff).

Achievements in LGBTIQ+ inclusion included creating Gender Affirmation/Transitioning Guidelines and an associated workshop, actively participating in Wear it Purple Day, IDAHOBIT Day and the Brisbane Pride March and developing and broadcasting our Griffith LGBTIQ+ Inclusion video on social media channels. We established a new Griffith Pride Committee.

A review of the employee lifecycle from a disability inclusion perspective was conducted to inform action planning into 2020.

The University is committed to a positive health, safety and wellbeing culture and supports employees with programs such as the Employee Assistance Program, the Staff Wellbeing Program, and support for staff through the Domestic and Family Violence Support Policy. The Staff Wellbeing program is available to all University staff with events and activities offered throughout the year focusing on the four key areas: Healthy Places, Healthy Lifestyle, Healthy Community and Healthy Minds. The University is working to establish an overall Healthy University Framework in which all these programs will be brought together in a more co-ordinated way to maximise utilisation and targeted interventions.

## Other governance reports

An ongoing focus will continue the further development of a leadership framework and suite of development programs for all levels of leadership in order to strengthen the leadership's capability of delivering on university strategy. In 2019 a pilot suite of leadership programs was delivered and reviewed, and as a result a wider roll-out of programs and opportunities is being developed in alignment with the Griffith University Strategic Plan 2020–2025; to commence in 2020.

The University has two enterprise agreements covering academic and professional and support staff, both of which have a nominal expiry date of 30 June 2021.

## Code of Conduct

The University's Code of Conduct forms part of the terms of employment for staff and sets out the expected standards of behaviour of staff, including Council and University Committee members. The Code of Conduct affirms the University's commitment to the ethical principles set out in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

The Code is accessible to staff, students and the public via the University's website, together with related integrity policies of the University. The Code is referenced in position descriptions and offers of appointment and advice about the contents of the Code is included in an online induction for new staff and incorporated into development and training programs, including the online fraud and corruption awareness course and online and in person integrity training. Staff are reminded about the Code and other University policies relating to integrity via an annual communication from the Vice Chancellor.

An independent whistle-blower hotline for public interest disclosures was introduced in 2018 and resources and activities have been progressively implemented by the University in 2019 to support staff in preventing, detecting and reporting integrity concerns.

## Information systems and recordkeeping

The records management function is managed under the wider umbrella of Information Management (IM) within Digital Solutions.

### Improvements to recordkeeping systems

- The upgrade to the University's main recordkeeping system was completed. Further staff training to continue to embed digital records management is underway in key business units.
- A Digital Asset Management project was initiated to centralise management of these assets and approval workflows. This includes the development of an Information Architecture and taxonomy for classifying our media assets to aid discoverability and re-use.
- A project to centralise contract management was initiated and includes digital signature capability for all relevant contract types and integration with the recordkeeping system.

### Communication and training

- The University focused heavily on improving information security practices through a cybersecurity awareness campaign targeted at both staff and students. Computer based training modules were developed in addition to digital signage and simulated attacks to gauge effectiveness.
- To facilitate efforts to migrate business away from paper-based forms with wet signatures, advice was developed for staff on forms for digital authorisation and appropriate use.

### Strategic approach to information and data

- Griffith developed a Data to Insights Strategy and Roadmap to enable and support the University's strategic vision by delivering foundational capabilities and ways of working that enable the entire university community to leverage data and information as a strategic asset. The strategy articulates a five-year implementation roadmap, to commence in 2020.

## Improving practices and process

- A What Goes Where App for Griffith staff was prototyped and is being enhanced further with the development of a Griffith Application for searching from any device across all relevant retention and disposal record classes. Once finalised, the new app will include a Griffith-specific folksonomy and advice on understanding Retention Schedules disposal triggers to ensure consistent application. The new app will also facilitate digital Disposal Authorisation through workflow, replacing paper-based processes.
- Information Management guided the successful transition of our Legal Service business unit to fully digital business and recordkeeping practices. This work will inform the multi-year migration project of our many on-premise document repositories into Office 365. It also included the initiation of digital signature capability and introduced pen-enabled devices to facilitate full digital business practice.
- Online forms and embedded processes were developed, replacing the manual burden of populating the Information Asset Register (IAR) through a series of internal online forms. Work to further populate the IAR with critical assets is in progress.

## Information security

- Griffith continued to refine its reporting and alerting processes. Data Loss Prevention policies in Office 365 were reviewed and an automated email message encryption capability was implemented to detect and encrypt sensitive information being shared with external bodies.
- A Data Breach tabletop exercise with University Executive and Senior Management and an external vendor was undertaken to test and further formalise processes and procedures surrounding the threats of data breaches.
- Multi-Factor Authentication (MFA) was deployed to all Corporate Services staff to reduce the risk of data leakage via compromised accounts.
- A password manager solution was made available to all staff to protect and strengthen password practices to mitigate against potential data loss through compromised passwords.
- Cybersecurity awareness training was provided to all staff on cyber security essentials to ensure that safe practices, threat detection and incident reporting were strengthened.
- Improvements in security certificates were implemented for all Wi-Fi users and devices to limit the potential for data loss to occur through wireless traffic interception.

- Server and network hardware have undergone operating system hardening to limit the potential for data loss through system compromise.
- Enterprise vulnerability scanning was implemented to identify potentially exploitable vulnerabilities which may otherwise be compromised.
- Cyber Security architecture standards were formalised to assist with ensuring that security architectures are robust and resilient to protect against unauthorised access to data.
- Password security was increased through the planned deployment of a detection against using data breached passwords in Griffith Single Sign On (SSO) systems.
- The Information Security policy and procedure was updated and reinforced to ensure that governance on areas of cyber security related to data protection were strengthened.
- Penetration testing of the recordkeeping system was undertaken as was a successful disaster recovery simulation.

## Retention and disposal of public records

- A repeatable process for destruction of attachments in our student system was developed and implemented.
- Queensland State Archives approved a request for early destruction of records affected by mould resulting from improper storage.
- No records were transferred to Queensland State Archives in 2019.

## Other governance reports

### Sustainability highlights 2019

Sustainability is a key initiative of the University's new *Creating a future for all—Strategic Plan 2020–2025*, continuing the University's ongoing commitment of over 40 years to environmental and social sustainability.

As the Sustainability Plan 2017–2020 approaches the end of its reporting period, the University's sustainability priorities will shift to align with the environmental and social sustainability targets in the Strategic Plan 2020–2025. Focus areas include carbon emissions reduction strategies, reducing air travel emissions, maintaining campus biodiversity and ecology, and increased engagement with the UN Sustainable Development Goals.

Some key sustainability initiatives in 2019 included:

- A key action of the University's Strategic Plan 2020–2025 was to develop an action plan to align Griffith with the recommendations of the Intergovernmental Panel on Climate Change by halving carbon emissions by 2030 and reducing them to zero by 2050. Council (December 2019) endorsed the *Achieving Net Zero Carbon Emissions by 2020* report developed by an interdisciplinary project team tasked with considering feasibility, initiatives and timeframes to reduce Griffith's carbon emissions by 45% (from 2010 levels) by 2030 and achieve net-zero CO<sub>2</sub> by 2050.
- LED light fittings replacement continued to be implemented across all campuses (expected completion in 2020). In 2018/19 this initiative included: 20,000 LED fittings installed; 41 buildings upgraded; 1,775 tonnes reduction in carbon dioxide emissions; \$332,000 savings on electricity costs, and 32 tonnes of steel, 3 tonnes of fluorescent tubes and 130kg of plastic recycled.
- Building optimisation for heating, ventilation and air conditioning systems continued across all campuses (expected completion in early 2020); leading to a 15% reduction in energy consumption in 2018/19 from 2016/17 results.
- Chilled water modifications and tuning at Griffith Health Centre, Gold Coast Campus (G40) to reduce electricity consumption resulted in 10% energy consumption savings in June 2019 compared to June 2018.
- The Sir Samuel Griffith Centre, Nathan Campus hydrogen system was updated.
- In 2019, the Sustainability Committee commenced discussion and planning to develop strategies, including University policies and behavioural change management, to reduce air travel emissions by 25% by 2021.
- Following a successful pilot project aimed at diverting waste from landfill and reducing contamination of waste streams at collection points, messaging and waste streaming will be implemented across campuses in 2020.
- The University entered into a whole of government, multi-University energy procurement arrangement with CS Energy to source 40% of the University's off-site generation from renewable sources from 2021. This agreement will significantly reduce emissions from off-site generation, contributing to the aim of meeting the 2030 50% emissions reduction target while also underwriting the development of a new solar farm in Queensland.
- Mandatory recycled paper usage was introduced on all campuses in 2019 with the Sustainable Paper Procurement Initiative officially launched during Sustainability Week, 2–6 September. The initiative includes mandatory recycled copy paper usage in Student Printing Services and the removal of all non-recycled paper options from Griffith Marketplace. As a result of this initiative, approximately 41% of the University's total paper consumption now originates from 100% recycled sources.
- Griffith continues to promote behavioural change among staff and students by embedding sustainability policies and practices into learning, teaching, research and operations.



# Research

The *Research and Innovation Plan 2017–2020* adopted by the University Council in 2017 sets out goals required to achieve the highest levels of international research excellence and manage an innovation agenda to ensure the best possible societal benefits and commercial outcomes from top quality research. These commitments remain in alignment with the Griffith University *Strategic Plan 2020–2025*, and the overarching goal to continuously improve research performance and to deliver social dividends through research.

Goals and commitments for Griffith's research portfolio for the period 2017–2020 include:

- promoting and supporting research excellence
- expanding and diversifying the research income portfolio
- building a culture of research innovation that supports the translation of research outcomes into policy, services and products
- maintaining the load of high quality Higher Degree by Research (HDR) students needed to support completion targets and student career outcomes
- at least maintaining the total volume, and continuously improving the quality of research outputs
- maximising the visibility of Griffith research achievements and impact
- increasing the proportion of females in research-related roles and research leadership positions and supporting increasing numbers of Aboriginal and Torres Strait Islander HDR graduates into research-related career tracks.

## Research highlights

### Goal

*To promote and support research excellence*

### Excellence in Research for Australia (ERA) outcomes

The ERA evaluation administered by the Australian Research Council (ARC) assesses the quality of the research in Australian universities and rates individual fields of research (FoR) from 1 to 5, with '5 – well above world standard' being the highest rating. The ERA 2018 outcomes, released in 2019, confirmed Griffith's reputation as a leading research institution, with the University doubling the number of top rated fields of research in 2018 (20 FoR) compared to 2015. Griffith's research is ranked world-standard or higher in 19 broad fields of research, with four of these—Physical Sciences, Chemical Sciences, Environmental Sciences and Technology—receiving the highest possible rating.

In specific fields of research, Griffith was rated world standard or above in 59 fields, of which 20 received the highest possible rating of '5' and another 21 rated at '4' or above world standard. The University has 41 fields of research rated 'well above' or 'above world standard' distributed in all major research areas at Griffith including health, science, environment, information technology, business, social sciences, humanities and the creative and performing arts.

*The Excellence in Research for Australia 2018 outcomes confirmed Griffith's reputation as a leading research institution.*

### Engagement and Impact (EI) assessment

The EI assessment, a companion exercise to the Excellence in Research for Australia evaluation, is an initiative under the Government's National Innovation and Science Agenda launched in 2015 and aimed at assessing and enhancing the societal benefits of Australian Universities' research. The Australian Government's first EI assessment outcomes confirm Griffith University's position as a leader in delivering high-quality research with impact. The outcomes of the EI evaluation highlight the impact of Griffith's research in broad fields of research such as Health Economics, Law, Engineering, Communication and Culture, Earth Sciences, Public and Allied Health Sciences, Built Environment and Agricultural Sciences. Of the 18 broad fields of research assessed, 16 were rated as 'Medium' or 'High' Research Impact. Research Engagement was rated either 'Medium' or 'High' in all broad fields assessed. Research Engagement in all FoR assessed was rated either 'Medium' or 'High'. The EI evaluation has been an opportunity for universities to better understand and communicate the impact of their research and to draw attention to those who benefit from or are influenced by it.

# Research

## Vice Chancellor's Research Excellence Awards

The Vice Chancellor's Research Excellence Awards celebrate the University's research achievements and recognise individual researchers and research groups who have made outstanding contributions to both their discipline and to Griffith's research profile.

The award winners were:

- *Research Leadership Award*  
**Professor Hamish McCallum**  
Environmental Futures Research Institute
- *Mid-Career Researcher Award (shared)*  
**Associate Professor Tara McGee**, Griffith Criminology Institute  
**Associate Professor Jun Zhou**, Institute for Integrated and Intelligent Systems
- *Research Supervision Award*  
**Professor Saroja Selvanathan**, Griffith Asia Institute
- *Early Career Researcher Award*  
**Dr Lee Morgenbesser**, Griffith Asia Institute and Centre for Governance and Public Policy
- *Research Group or Team Award*  
**Alliance for Vascular Access Teaching and Research** – Professor Claire Rickard, Professor Marie Cooke, Associate Professor Andrew Bulmer, Dr Amanda Ullman, Mrs Nicole Marsh, Ms Tricia Kleidon, Associate Professor Josh Byrnes, Dr Gillian Ray-Barruel, and Ms Jessica Schults, Menzies Health Institute Queensland



Associate Professor Jun Zhou, Institute for Integrated and Intelligent Systems, and Associate Professor Tara McGee, Griffith, Criminology Institute

## University rankings

### Times Higher Education (THE) World University Rankings 2020

Griffith was listed in the Top 250 of the *World University Rankings* 2020, placing it in the top 2 per cent of global universities. Since 2015 Griffith has been placed in the 251–300 range, with the *Times Higher Education* Rankings in September 2019 showing the University's rise into the Top 250, matching its 242nd place in the 2019 US News Best Global Universities ranking.

### THE 2019 Young University Rankings and Asia-Pacific University Rankings 2019

Griffith rose two places to 35th in the *Times Higher Education* 2019 Top 200 Universities under 50 and retained its position (42nd) in the region's top 50 universities of the Asia-Pacific University Rankings 2019. The Asia-Pacific rankings consider the research and teaching efforts of leading universities across East Asia, South East Asia and Oceania.

### Shanghai Global Ranking of Academic Subjects

The Shanghai Global Ranking of Academic Subjects 2019 saw Griffith ranked in 37 subjects with nine of these in the global top 100. Griffith is the number one university in Australia in three subject areas: Hospitality and Tourism Management (2nd in the world), Nursing and Midwifery (4th in the world) and Law and Criminology (29th in the world). The University was also ranked 2nd nationally for Marine/Ocean Engineering (13th in the world).

### CWTS Leiden Ranking 2019

The Leiden Ranking 2019 measures research performance of 963 universities worldwide (938 in 2018) based on the citation impact of indexed publications (papers in the top 10% of citations worldwide) from the period 2014 to 2017. Griffith's 2019 world rank based on the number of publications in the top 10% rose to 264th compared to 299th in 2018. The Leiden Ranking 2019 also provides results across five broad discipline fields: Social Sciences and Humanities (85th), Biomedical and Health Sciences (260th), Life and Earth Sciences (224th), Mathematics and Computer Science (298th) and Physical Sciences and Engineering (448th). All except Life and Earth Sciences (210th in 2018) were ranked higher in 2019 compared to 2018.

### 2019 QS World University Rankings by Subject

Four of Griffith's subject areas retained positions in the top 50 of the annual 2019 QS World University Rankings by Subject: Nursing, Performing Arts, Sport-related subjects and Hospitality and Leisure Management, the latter again ranked in the top 20. Griffith was ranked in 32 subject areas in 2019 compared to 28 in 2018 and retained its 9th position in Australia for number of subjects ranked. Other subject areas where Griffith rose in the 2019 QS Rankings by Subject during the past year were Communication and Media Studies, Linguistics, Pharmacy and Pharmacology, and Sociology.

### The Australian Higher Education Special Research Supplement

Griffith again made the list of leading research institutions in Australia with researchers identified in *The Australian Higher Education Special Research Supplement* as leaders in their respective fields. The research leaders' list is based on analysis of publicly available up-to-date data for all Australian researchers. Griffith is listed as Lead institution in 14 fields of research, with five of our researchers listed as Field Leaders. Two Griffith researchers are among the 'Rising Stars', Australia's top 40 researchers who are less than 10 years into their careers. Griffith's leading experts according to *The Australian Research Leaders' List* is below:

Discipline	Leading Researcher
Business, Economics & Management	Professor Beverley Sparks
Business, Economics & Management	Professor Tony Townsend
Engineering & Computer Science	Professor Dong-Sheng Jeng
Health & Medical Sciences	Professor Jennifer Fenwick
Physics & Mathematics	Professor David Lloyd

Source: *The Australian's Research Leaders' List 2019*

## Research income

### Goal

To expand and diversify the research income portfolio

### 2019 Higher Education Research Data Collection of Research Income for 2018

The Higher Education Research Data Collection (HERDC) comprises research income data submitted by universities each year to the Commonwealth Department of Education. Data collected from HERDC is used, along with data from the Higher Education Student Collection, for determining Commonwealth research block funding allocations to universities. Griffith's HERDC reportable research income for 2018 was \$79.1 million, an increase of \$6 million (8.35 per cent) over the 2017 total research income figure of \$73 million reported. Griffith recorded an increase of \$1.4 million in Australian Competitive Grants income (Category 1), and \$7.5 million for Industry and Other Funding for Research (Category 3). Griffith recorded decreases of \$2.1 million for Other Public Sector Research Funding (Category 2) and of \$814,000 for Cooperative Research Centre Funding (Category 4).

### Australian Research Council and National Health and Medical Research Council funding

In 2019 Griffith was awarded more than \$8 million across ARC Discovery Projects, Discovery Early Career Researcher Awards, Linkage Project grants, a Linkage Infrastructure, Equipment and Facilities grant, and an ARC Future Fellowship.

The University continued its success in securing Australian competitive grants through the National Health and Medical Research Council (NHMRC) being awarded \$11.9 million in 2019 across Investigator Grants, Partnership Projects, Clinical trials and Cohort Studies Grants, Ideas Grants, and Development Grants.

### Selection of major grants in 2019

Some examples of Griffith University's major research projects awarded funding during 2019 are as follows:

#### 2019 ARC Future Fellowship

Professor Renee Jeffery from the Griffith Asia Institute was awarded \$913,150 for a four-year ARC Future Fellowship grant commencing in 2020 titled *National human rights institutions and transitional justice in Asia*. The project will examine the roles played by National Human Rights Institutions (NHRI) in six Asian countries that have undergone political transitions, from authoritarian rule to democracy, or from conflict to a post-conflict peace process, including Indonesia, the Philippines, Myanmar, Sri Lanka, Nepal, and Timor-Leste. The Danish Institute for Human Rights, the only NHRI with a global mandate will serve as a host institution and research partner.

#### NHMRC Investigator Grants

Dr Lauren Ball from the Menzies Health Institute Queensland was awarded \$1,526,912 for her Emerging Leadership Level 2 Fellowship NHMRC Investigator Grant titled *Capitalising on the Potential of the Primary Care Setting to Facilitate Healthy Eating in the Australian Population*.

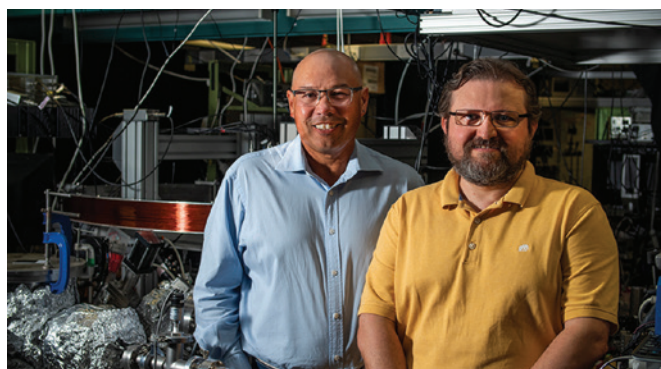
Professor Michael Good AO from the Institute for Glycomics was awarded \$1,501,595 for his Leadership Level 3 Fellowship NHMRC Investigator Grant titled *Novel Vaccine Technology to Translate Knowledge of Immuno-Pathogenesis into Vaccines and Therapeutics*.

#### NHMRC Partnership Grant

Associate Professor Dianne Shanley, Professor Melanie Gimmer-Zembeck, Professor Sheena Reilly, Professor Robert Ware, Associate Professor Joshua Byrnes, Professor Sharyn Rundle-Thiele and Professor Amanda Wheeler, Menzies Health Institute Queensland were awarded \$1,070,761 for a NHMRC Partnership Grant titled *A Tiered Approach to the Diagnosis of Fetal Alcohol Spectrum Disorder in Remote Indigenous Primary Care Settings*.

#### Linkage Infrastructure, Equipment and Facilities (LIEF) Grant

Associate Professor Igor Litvinyuk, from the Centre for Quantum Dynamics (CQD) will lead a Griffith team including Professor Robert Sang (CQD) and Professor Nam-Trung Nguyen (QMNC), who were awarded \$744,000 for procuring a *Multi-kilohertz laser for attosecond and ultrafast science*.



Professor Nam-Trung Nguyen and Professor Robert Sang

# Research

## Griffith a major partner in the Blue Economy Cooperative Research Centre

Griffith is a major partner in the Blue Economy Cooperative Research Centre, which will benefit from \$259 million in cash and in-kind support from partners in Australia and six other countries, and \$70 million from the Australian Government. The CRC led by University of Tasmania will be supported by core partners Griffith University, The University of Queensland and CSIRO, bringing together expertise in the seafood, marine renewable energy and offshore marine engineering sectors to deliver innovative solutions that will transform the way we use oceans. The expected benefits equate to \$4.44 billion of impact to be achieved by five research programs: Offshore Engineering and Technology, Seafood and Marine Products, Offshore Renewable Energy Systems, Environment and Ecosystems and Sustainable Offshore Developments.

## Australian Centre for International Agriculture Research (ACIAR) grants

Professor Helen Wallace, Environmental Futures Research Institute, and researchers from the University of the Sunshine Coast, were awarded an Australian Centre for International Agriculture Research grant of \$3 million for the project *Enhancing Private Sector-led Development of the Canarium Industry in PNG-Phase 2*.

Professor Chengrong Chen, Dr Mehran Rezaei Rashti, Dr Georgette Leah Burns, Associate Professor Jim Smart, and Dr Maryam Esfandbod, from the Australian Rivers Institute have been awarded an Australian Centre for International Agriculture Research grant of \$2 million for the project *Land management of diverse rubber-based systems in southern Philippines*.

## Department of Foreign Affairs and Trade Australia Awards grants

Dr Haitham Tuffaha, Associate Professor Andreas Chai, Professor Paul Scuffham, Associate Professor Naomi Sunderland, Dr Shannon Rutherford, Dr Chi-kin Law, Associate Professor Nicholas Rohde, Professor Tony Makin, and Dr Katrina Radford were awarded an Australia Awards Papua New Guinea grant, from the Department of Foreign Affairs and Trade, of \$1,199,195 for the project *Australia Awards PNG Graduate Certificate in Health Economics*.

## National Heart Foundation of Australia Grant

Professor Michael Good AO, Dr Michael Batzloff, Dr Manisha Pandey, Dr Simone Reynolds, and Dr Mehruz Zaman, from the Institute for Glycomics were awarded a Stroke Prevention Grant from the National Heart Foundation of Australia of \$2,790,000 for the project *Testing the efficacy of vaccines to prevent infection with group A streptococcus—the causative agent of rheumatic heart disease-related stroke*.

## Research benefit

### Goal

*To build a culture of research innovation that supports the translation of research outcomes into policy, services and products*

With more than 1,400 experts conducting research across all major academic disciplines and research institutes and centres, there is enormous demand for Griffith's expertise, research capabilities, and knowledge "intellectual assets" to be utilised by government, industry, and the community. Griffith University's researchers are providing innovative, multidisciplinary and proactive solutions for a range of beneficiaries.

Examples of current projects include:

## Griffith partners with Hong Kong pharmaceutical company to develop parainfluenza drug

Griffith University signed an exclusive licensing deal to co-develop a drug to effectively treat human para-influenza virus. The new drug is being developed by a team led by Professor Mark von Itzstein AO, Director of the University's Institute for Glycomics.

## MAIC BioSpine \$2 million project

The Motor Accident Insurance Commission awarded \$2 million to the project *Development and testing of a novel neural restoration technology for people with spinal cord injury (SCI)* led by Professor David Lloyd. The project, known as BioSpine, will apply Digital Twin technology through an electroencephalogram (EEG) interface combined with virtual reality and biosensors to restore interrupted motor and sensory connections in the spine. The project has the potential to transform the way spinal injury patients are rehabilitated and has application for a range of other forms of rehabilitation as well. Combined with safe, off-the-shelf drugs Biospine could enhance rehabilitation and recovery resulting in enhanced independence of individuals with SCI over time, including the potential to return to free movement without assistive devices.

*Imagine using your mind to drive movement in your muscles despite previously insurmountable obstacles like quadriplegia.*

Dr Dinesh Palipana





Dr Dinesh Palipana OAM and Dr Claudio Pizzolato working with the Digital Twin technology

### Malaria Vaccine PlasProtecT™ Clinical Trial

Professor Michael Good AO, and Dr Danielle Staniscic from the Institute for Glycomics, were awarded a Medical Research Future Fund—Accelerated Research Program grant of \$500,000 for the project *A vaccine for malaria: An Australian concept and development strategy*. The funding will support ongoing human clinical trials that aim to test the effectiveness of a world-first malaria vaccine candidate named PlasProtecT™.



Professor Michael Good AO and Dr Danielle Staniscic continue to work on developing a malaria vaccine

### Mango Agribusiness Program

Professor Robin Roberts leads Griffith's agribusiness research program and coordinates an international network of researchers across five ACIAR research projects to develop a mango agribusiness program. The mango agribusiness program is bringing together mango supply chain stakeholders and researchers from seven countries—Cambodia, Indonesia, Myanmar, the Philippines, Pakistan, Vietnam and Australia—designed to understand the lucrative Chinese mango market and improve livelihoods for smallholder mango producers.

### Reoffending rates reduced under new Griffith model

The Triple S Study—Social Supports in Supervision designed by Griffith University criminologist Dr Lacey Schaefer and trialed at a probation and parole district office in South East Queensland was found to reduce reoffending rates by 28%. Dr Schaefer has worked as an academic consultant with Queensland Corrective Services (QCS) examining the training undertaken by probation and parole officers and identified potential gaps between current and best practice and made recommendations for reform.

### US grant for vital cholera research

Griffith's Institute for Glycomics will share in a significant US-funded grant awarded by the National Institute for Health (NIH) for a two-year research project investigating the role of *Vibrio cholera* (V. cholerae) in causing widespread cholera epidemics. Cholera is an acute diarrhoeal infection caused by ingestion of food or water contaminated with this bacterium. Researchers have estimated that every year there are roughly 1.3 to 4.0 million cases, and 21,000 to 143,000 deaths worldwide due to cholera. Professor Victoria Korolik, grant recipient and one of the research leaders at the Institute for Glycomics, will be a Co-Investigator on the project in collaboration with researchers from the University of California, Santa Cruz.

### DNA enabling repatriation of ancient Aboriginal remains

Researchers from Griffith University's Australian Research Centre for Human Evolution (ARCHE) collaborated with Aboriginal Elders and communities across Queensland and New South Wales, as well as the Queensland Museum and international researchers to analyse DNA extracted from ancient remains. Led by Griffith's Professor David Lambert, with Dr Joanne Wright and Dr Sally Wasef, the study published in *Science Advances* has determined the origin of Aboriginal remains enabling their 'return to Country' or repatriation. To achieve this result, the team constructed an Australia-wide genomic map using 100 complete nuclear DNA sequences from Aboriginal Australians living at many locations across Australia. By comparing the ancient genomic sequences to these modern ones, they were able to accurately identify the closest relative of those ancient people and therefore identify their original Place and Country. Over the course of nearly six years, the ARCHE team extracted DNA from 27 ancient pre-European settlement remains of known provenance from sites in Queensland and NSW.

## Research

### Griffith's Institute for Glycomics to participate in US-funded CRC

The National Institute of Allergy and Infectious Diseases, one of the National Institutes of Health in the US, announced awards to establish four international Cooperative Research Centres which will focus on the development of vaccines to prevent sexually transmitted infections. The grants will support collaborative, multidisciplinary research on the pathogens that cause gonorrhoea, chlamydia and syphilis. All the centres funded through this new program involve multiple research institutions across the United States as well as international collaborators. Associate Professor Kate Seib from Griffith University's Institute for Glycomics will be a project leader involved in one of these four key research centres, focusing on gonorrhoea. The centre will receive US\$9.25 million (approximately AU\$13.2 million) over a period of five years to fund their research proposal titled *Starve and Kill: Engineered Antigens Targeting Nutrient Acquisition Pathways Essential for Gonococcal Infection and Disease*.

## Research infrastructure and resources

### Goal

*To promote and support research excellence*

### Research Infrastructure Co-Investment Fund (RICF) grant for Compounds Australia

The Queensland Government contributed to the upgrade of Griffith's Compounds Australia with a \$1.8 million Research Infrastructure Co-Investment Fund grant. The Project will underpin high capacity storage and faster turnaround times enabling a more responsive research service.



Griffith's Compounds Australia

### Gold Coast Biobank

The new Gold Coast Biobank established by the Menzies Health Institute Queensland was officially opened in August 2019. Biobank is a purpose-built, bio-storage facility key for translational clinical research storing up to 100,000 samples including sample donations for research into cures for chronic diseases. Biobank is an important resource where people donate samples for research into finding cures for chronic diseases.



Professor Nigel McMillan, Program Director at Menzies Health Institute

### Griffith to share in \$4.59 million Queensland Government RICF

Griffith University's Queensland Micro and Nanotechnology Centre (QMNC) will share in \$4.59 million in Queensland Government RICF funding for its research and industry projects such as clean energy technology and sensors for harsh environments. Minister for Science and Environment Leanne Enoch MP announced the funding for the Australian National Fabrication Facility—Queensland Node (ANFF-Q) housed within Queensland Microtechnology Facility (QMF) of QMNC and at the University of Queensland.

### Launch of Coastal Engineering Research Field Station Monitoring Buoy

Research into the impacts of wild weather and climate change on the Gold Coast was enhanced with the launch of a monitoring buoy nicknamed 'Big Bird'. 'Big Bird's' launch formally marks the establishment of the Coastal Engineering Research Field Station (or CERFS) with further studies to help planners 'future proof' the Gold Coast's beaches and waterways against the impacts of climate change and extreme storms. The project is led by Professor Rodger Tomlinson, Foundation Director of the Griffith Centre for Coastal Management and will monitor ocean currents, water temperature, sediment movement and water quality off South Stradbroke Island. The \$1.46 million research program is being funded through the ARC's 2018 Linkage Infrastructure, Equipment and Facilities scheme (\$890,000) with cash and in-kind contributions from participating organisations: The University of Queensland, University of Newcastle, the Gold Coast Waterways Authority (GCWA) and the City of Gold Coast.

## Research training

### Goal

*To maintain the load of high quality HDR students needed to support completion targets and student career outcomes*

#### 2019 Scholarships, Commencements and Completions

The continuous scholarship round model was launched in 2019 with 98 scholarships awarded throughout the year based on quality (the top 50% of eligible applicants) or strategic grounds, with a 90% acceptance rate. A total of 773 applications were subsequently received in the end of year scholarship round and 340 applications (44%) were assessed as meeting the highest level for admission (Honours 1 or equivalent) of which 235 were allocated a scholarship during the December 2019 scholarship selection meeting. The First Peoples HDR cohort grew to 43 (38 Doctoral and 5 Masters) in 2019, with 10 First Peoples applicants accepting centrally-funded scholarships (with top-ups). As at the end of November 2019, HDR conferrals were at 334, including four First Peoples Doctoral completions. The number of 2019 HDR commencements was 479 and HDR load was 1,493 full-time equivalent (FTE).

#### Two Griffith HDR students are recipients of Microsoft “AI for Earth” Azure Awards

Two Griffith University PhD researchers are among only six recipients in Australia to be awarded an artificial intelligence “AI for Earth” Azure Award from Microsoft to access data that will help in the development of a carbon interchange model of green stormwater infrastructure in cities like the Gold Coast. Emad Kavehei is in his final year of PhD candidature at Griffith’s Cities Research Institute (CRI), supervised by Dr Graham Jenkins, Dr Fernanda Adame and Professor Charles Lemckert (retired). Abdul Karim is in his first year at Griffith’s Institute for Integrated and Intelligent Systems supervised by Professor Abdul Sattar. Griffith University is one of only two Australian universities to be awarded the Azure Award in this round of grants.

#### Award for Excellence in Graduate Research Education

Griffith University’s Professor Rod Barrett received the 2019 Award for Excellence in Graduate Research Supervision from the Australian Council of Graduate Research. Established in 2017, the national awards promote outstanding performance in higher degree research supervision, leadership and industry engagement. Professor Barrett, from the School of Allied Health Sciences is a leading researcher in the field of musculoskeletal biomechanics and to date has supervised 24 HDR candidates to completion, including 20 PhDs and four research masters. This includes 10 PhD completions in the past five years, all using a co-supervision approach and co-authoring 45 refereed journal articles with his PhD candidates/graduates.

#### Three-Minute Thesis Competition—Griffith Final 2019

The Griffith Three-Minute Thesis (3MT) Final was held on 11 September 2019. The winner was Peta Zivec PhD candidate in Griffith Sciences who represented Griffith at the annual Asia-Pacific 3MT final on 4 October with her presentation *Understanding pathways of revegetating abandoned farming lands in a changing climate*. Lynn Nazareth from Griffith Health was Runner-up and also took out the People’s Choice awards for her presentation *Glia: The (unknown) Guardians of the Brain*.

#### Griffith PhD graduates recognised at 2019 Outstanding Alumnus Awards

On 6 September 2019, Dr Kerry Bodle Senior Lecturer, Griffith Business School won the Outstanding First People’s Alumnus Award, and Nepalese-born conservationist Dr Hum Gurung won the Outstanding International Alumnus Award.

#### Griffith launches Australian-first HDR outcomes website

Griffith launched HDR Reconnect, a new higher degree by research (HDR) outcomes website which is providing valuable new career pathways data and highlighting positive employment outcomes for the University’s graduates. Griffith reconnected with more than a third of its PhD and research masters (HDR) graduates, who number about 4000 since the first cohort of students graduated in the late 1970s. Key data, such as employment, earnings outcomes and career history were tabulated to make the information available via an online dashboard—the first of its kind in Australia. The data are showing that 90% of the 1416 graduates surveyed found employment at one-year post-graduation, with most of them (85%) currently in full-time positions.

#### Australia Council Fellowship for PhD Candidate

Queensland Conservatorium doctoral candidate Cathy Milliken won a prestigious Australia Council Fellowship, worth \$80,000 over two years which will fund an international research project into participatory music-making. The fellowship will fund a Doctor of Musical Arts project that will bring together community choirs across Europe to create a new version of Beethoven’s *Ode to Joy* to mark the composer’s 250th birthday in 2020.



# Research

## Research outputs

### Goal

*To at least maintain the total volume, and to continuously improve quality of research outputs*

### Griffith's research output in 2018–2019

Griffith's academic staff produced more than 3,740 research publications in 2018 (Elsevier Scopus database), a similar volume to that produced in 2017. The most prolific research areas were Medicine, Social Sciences, Environmental Sciences and Engineering. In 2019 Griffith's publications showed a similar trend and an increase in volume with more than 3,900 outputs indexed (as at 10 February 2020).

Based on the Clarivate Analytics Web of Science metrics, 42% of Griffith's 2018 articles were published in academic journals classified in the top quartile (Q1) based on citation and reputation. This is an influential factor for the academic impact of research publications. Griffith's average citation impact for 2018 in all research areas is 1.43, which means that average citation counts are above world's average (=1) and in line with the Australian baseline also at 1.43 (citation data based on Clarivate Analytics update on 29 January 2020).

### Griffith's Highly Cited Researcher

Professor Huijun Zhao was once again named as a Highly Cited Researcher by the Web of Science Group which recognises the world's most influential researchers of the past decade by the production of multiple highly-cited papers that rank in the top 1 per cent by citations for field.

### Griffith's Physical Sciences research—Nature Index

Griffith University ranked 9th in Australia in Physical Sciences research performance, according to the latest Nature Index. The Index considers authorship and number of scientific papers published in the top leading journals in physical sciences.

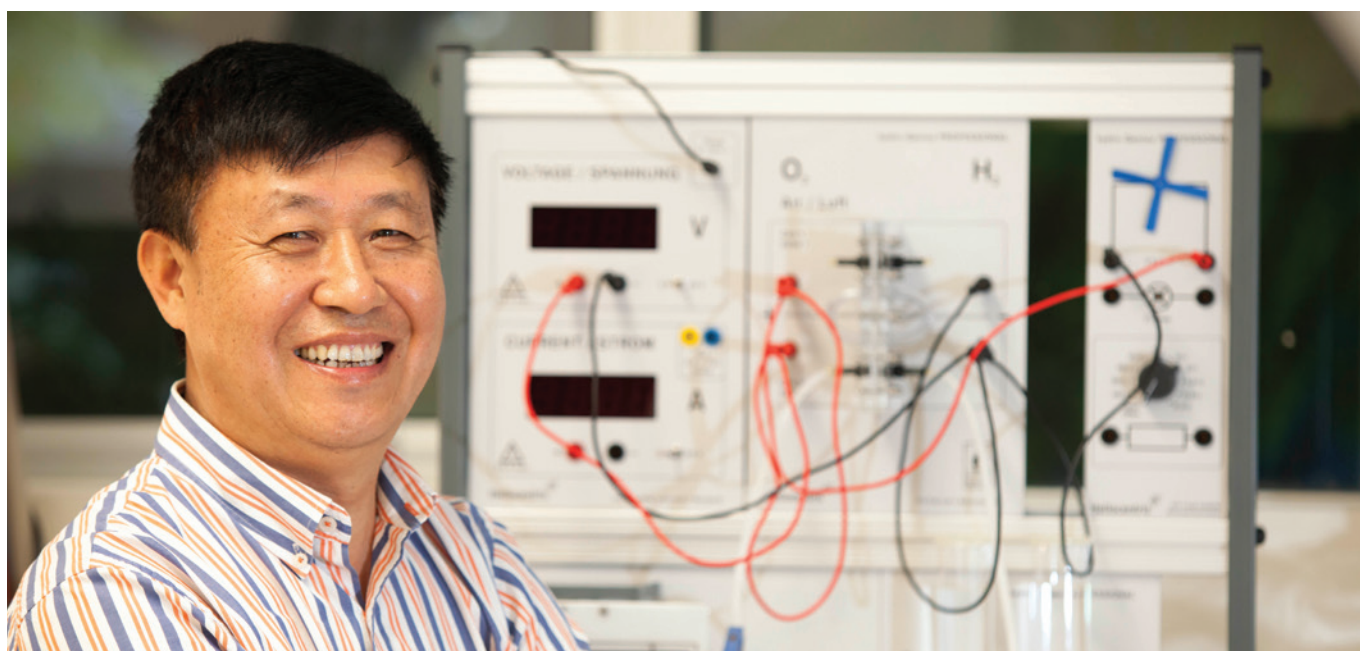
## Research highlights

### Griffith researcher dates bones of a new Homo species found in Philippines

A Griffith University researcher was part of the international multidisciplinary team that discovered a new species of hominid. The new species named *Homo luzonensis* was described in the *Nature* paper *A new species of Homo from the Late Pleistocene of the Philippines*. Professor Rainer Grün, Director of Griffith's Australian Research Centre for Human Evolution (ARCHE) and co-author of the paper used uranium series analysis to date the teeth and bones from three small hominid individuals.

### New book: Cultural History of the Bushranger Legend in Theatres and Cinemas

A new book by Griffith Film School graduate Andrew Couzens looks at the way Australian bushrangers, outlaws and larrikins have featured on the stage and screen. *A Cultural History of the Bushranger Legend in Theatres and Cinemas, 1828–2017* charts the bushranger legend from colonial theatre productions to contemporary Australian cinema. London-based publisher, Anthem Press have added the book to their series on Australian cultural histories.



Professor Huijun Zhao, Director of the Centre for Clean Environment and Energy



Professor Vicky Avery, Principal Research Leader Griffith Institute for Drug Discovery

### Griffith leukaemia stem cells research

Professor Vicky Avery and Dr Catalina Carrasco-Pozo, from the Griffith Institute for Drug Discovery are Griffith authors of a paper published in the journal *Nature* in December 2019 titled *HBO1 is required for the maintenance of leukaemia stem cells*. The team of predominantly Australian researchers found a form of enzyme crucial to the function of leukaemia stem cells and looked at ways to inhibit this. The paper forges the way for clinical translation and is a step in the fight against acute myeloid leukaemia.

### Queensland State Archives first Artist-in-Residence

Queensland College of Art lecturer Dr Jason Nelson is the Queensland State Archives first Artist-in-Residence and was commissioned to create seven installations, combining elements of old archival equipment and new digital media. Dr Nelson spent several months exploring the collection, using old papers, photographs, videos and objects to create new digital and interactive artworks. Dr Nelson used interactive digital art and poetry to explore alternative trajectories with Queensland's history, creating a series of art installations that allow people to engage with the collection. Dr Nelson's artworks were projected onto the William Jolly Bridge at South Bank as part of the residency and several installations will be kept permanently in the archives and repurposed to showcase different aspects of the collection. The resulting exhibition, *The Wonders of Lost Trajectories*, was on display at the Queensland State Archives through February 2019.

### New book, e-HRM: Digital Approaches, Directions & Applications

Associate Professor Mohan Thite, from the Centre for Work, Organisation and Wellbeing, explores the field of HR technology in his new book, *e-HRM: Digital Approaches, Directions & Applications*. Dr Thite's book argues that although technology is a key enabler for faster, cheaper and better delivery of HR services, it can also have unintended negative effects such as potential risks of corporate data exposure in using cloud technology, the digital divide, information overload and anxiety.

## Staffing and equity

### Goal

*To increase the proportion of females in research-related roles, and research leadership positions*

*To support increasing numbers of Indigenous HDR graduates into research-related career tracks*

### Changing Health Systems

Changing Health Systems (CHESS) was established as a new research program under the Economic, Policy and Innovation Centre for Health Systems (EPIC Health Systems), within Menzies Health Institute Queensland. This Group will take a person-centred, holistic care approach to health systems, while focusing on the social, emotional and cultural wellbeing of the community as well as the individual. CHESS will be co-led by Associate Professor Dianne Shanley and Professor Amanda Wheeler who are both leaders in community-based health research.



# Research

## Griffith's new Homicide Research Unit

Griffith's new Homicide Research Unit is building on the University's Violence Research and Prevention Program and is working closely with government and non-government agencies on homicide prevention research and how to lessen the impact of homicide on Australian families and communities. The HRU, led by Director Dr Samara McPhedran, will take on a wide range of different projects, including looking at risk factors for homicide offending, impacts of homicide on children, and evaluating various intervention and support programs. HRU academics will be applying their knowledge and skills towards helping the various agencies in finding practical and effective strategies to reduce homicide offending, dealing with homicide offenders in the justice system, and providing support to victims' families.

## Indigenous HDR Candidates Kungullanji Summer Research Program

Griffith University's Kungullanji Summer Research Program celebrated its fifth anniversary at the Kungullanji Indigenous Research Conference in February 2019. Kungullanji, an Aboriginal word of the Yugambeh language, means "to think", and the program offers Aboriginal and Torres Strait Islander students research placements in a range of research centres, institutes and schools during the summer break. Scholars attend research training workshops and cultural support sessions while undertaking their research project under the guidance of an academic supervisor.

Aboriginal and Torres Strait Islander students showcased the results of their summer research project, presenting a seminar and research poster at the conference on 12 February. Elizabeth Godfrey, a Master of International Law student and fourth time participant, won this year's most outstanding presentation award, with Bachelor of Psychological Science student Brock Little awarded runner-up for his presentation. Melissa Stannard, a Bachelor of Visual Arts in Contemporary Australian Indigenous Art student, won the most outstanding poster award, with Bachelor of Social Work student Shantara Noyes awarded runner-up for her poster.

The conference showcased two Griffith Architecture students, Megan Westrop and Tahlia Steadman who are working with Associate Professor Leigh Shutter and Dr Henry Skates from the School of Engineering and Built Environment on a project to digitally record traditional culturally significant sites.

The Kungullanji Summer Research Program has supported more than 80 research placements, creating opportunities and pathways for many of these students who have then progressed to honours, masters and PhD programs. Also, the Kungullanji program has had a positive impact on student retention with 91.49% of Kungullanji's participants remaining in their studies, compared with the 78.4% retention rate for all Griffith University domestic undergraduates.

## Hub for Global Health Security

The Centre for Environment and Population Health (CEPH) Hub for Global Health Security opened at Griffith's Nathan campus on 22 July, providing a space for international and Australian researchers to collaborate on public health projects. According to CEPH Director Professor Cordia Chu the key objective is to build capacity to strategically address priority health security issues with a focus on climate change-related extreme weather events, floods and emerging infectious disease outbreaks. The Hub will coordinate a network of international and in-country networks on global health security which can help link the many sectors working on these health issues. The CEPH Hub has an Indo-Pacific focus and includes a multi-office suite housing three country program offices in China, Indonesia, Vietnam.

## John Mulvaney Fellowship from the Australian Academy of the Humanities

Dr Harry van Isum, School of Humanities, Languages and Social Science, received the first John Mulvaney Fellowship from the Australian Academy of the Humanities. The fellowship funds work undertaken by an Aboriginal or Torres Strait Islander early career researcher. Dr van Isum will travel to the United Kingdom to assist in the repatriation of skeletal remains of the Woppaburra people now in London's Natural History Museum.

## Stanner Award

Debbie Bargallie, Griffith Institute for Educational Research won the Stanner Award for an analysis of racism in the Australian Public Service. The Australian Institute of Aboriginal and Torres Strait Islander Studies issues the biennial award for best manuscript by an Aboriginal and/or Torres Strait Islander scholar.

## Adjunct Law Professor wins Woman Lawyer of the Year

Adjunct Law Professor Dr Bridget Cullen was recognised for her work in supporting women in the legal profession. Dr Cullen, an appointed member of the Administrative Appeals Tribunal, received the 2019 Leneen Forde AC Woman Lawyer of the Year Award from the Women Lawyers Association of Queensland.

## Professor Debra Henly appointed to peak national science body

Senior Deputy Vice Chancellor, Professor Debra Henly was appointed as a board member of the National Science and Technology Advisory Council. Professor Henly is one of six of Australia's most prominent scientists to be appointed to the peak science advisory body. The Council will focus on the key science and technology challenges facing Australia, providing expert advice on issues such as health, emerging technologies and education.



Professor Mark von Itzstein AO, Founder and Director Institute for Glycomics

## Researcher awards

### Goal

*To maximise the visibility of Griffith research achievements and impacts*

### Prestigious Honours and Fellowships

#### **Institute for Glycomics Director named Officer of the Order of Australia**

Professor Mark von Itzstein AO, Founder and Director of Griffith University's Institute for Glycomics, was officially named as an Officer (AO) of the Order of Australia in the General Division for distinguished service to medical research and education in the field of structural biology and glycochemistry and as a mentor.

#### **New Griffith Fellows of the Academy of the Social Sciences in Australia**

Two Griffith staff members were elected Fellows of the Academy of the Social Sciences in Australia in recognition of their sustained and internationally distinguished contribution to their field:

Professor Carolyn Evans, Vice Chancellor and President was recognised for her expertise on religious freedom in both international and domestic law, as well as working in Australian constitutional law and human rights law.

Professor Renée Jeffery, Professor, School of Government and International Relations was elected in recognition of her significant contributions to two main areas in the study of International Relations: i) emotions in international relations and ethics, and ii) conflict, justice and human rights in the Asia-Pacific.

#### **New Griffith Fellow of the Australian Academy of the Humanities**

Professor Gerry Docherty, Dean Research and Professor of Phonetics in the Arts, Education and Law Group was elected to the Australian Academy of the Humanities, the highest honour for humanities achievement in Australia. Professor Docherty has been recognised as a linguist specialising in sociolinguistics and socio-phonetics, studies of perception, speech processing and cross-linguistic prosody.

#### **2019 Global Oral Health Research Award**

Emeritus Professor Newell Johnson received the 2019 Global Oral Health Research Award from the prestigious International Association for Dental Research (IADR). Emeritus Professor Johnson was recognised at the Opening Ceremonies of the 97th General Session & Exhibition of the IADR. His research covers epidemiology, aetiology, pathogenesis, diagnostic markers and management of common and serious oral/head and neck diseases, particularly dental caries, periodontal diseases, head and neck cancer and HIV/AIDS.

#### **Fellow of the Australasian Society for Study of Brain Impairment**

Professor Tamara Ownsworth was awarded a Fellow of the Australasian Society for Study of Brain Impairment (ASSBI). Professor Ownsworth received this prestigious honour for her contribution to the field of brain impairment and her work with ASSBI.

#### **Australasian Universities Tourism and Hospitality Education Fellows Award**

Dr Sarah Gardiner was the recipient of an Australasian Universities Tourism and Hospitality Education (CAUTHE) Fellows Award for Excellence in Research, awarded at the CAUTHE Conference in February.

# Research

## Sigma Theta Tau International Nurse Researcher Hall of Fame

Professor Wendy Moyle and Associate Professor Amanda Ullman were recognised at the 30th International Nursing Research Congress in Canada. Professor Moyle known for her research on dementia, depression and delirium was inducted into the International Nurse Researcher Hall of Fame for her lifetime of achievements. Associate Professor Ullman was presented with the 2019 Emerging Nursing Research Award.

## Best Nursing Free Paper

Professor Wendy Chaboyer and her team including Dr Frances Lin and Professor Lukman Thalib won the Best Nursing Free Paper at the 43rd Australian and New Zealand Annual Scientific Meeting on Intensive Care (11–13 October 2018 Adelaide, South Australia).

## ECR Best Health Services and Policy Research Paper

Dr Haitham Tuffaha was awarded the 2018 Health Services Research Association of Australia and New Zealand Best Health Services and Policy Research Paper by an early career researcher (ECR) for his work titled Cost-effectiveness analysis of germ-line BRCA testing in women with breast cancer and cascade testing in family members of mutation carriers.

## Life Sciences Women of Influence Award 2019

GRIDD Director Professor Kathy Andrews won the Life Sciences Women of Influence Award 2019. Presented at the Life Sciences Queensland GENE Awards ceremony at the State Library of Queensland, the Women of Influence Award recognises an individual female for her endeavours, passion and dedication to the life sciences industry.



Professor Kathy Andrews, Director Griffith Institute for Drug Discovery

## ARC College of Experts

The ARC College of Experts now includes Professor Andrew O'Neil, Dean Research and Professor of Political Science from the Griffith Business School.

## 2019 Fresh Science Competition

A Griffith University researcher investigating how life support machines can cause life-threatening complications won the Judge's Award in the 2019 Fresh Science Competition. A Queensland finalist in the 2019 Fresh Science Competition, Gold Coast based PhD candidate Antony McNamee was recognised for delivering the best public presentation of his research within a minute. His research involves working to improve mechanical life support systems by assessing the damage they can have on the blood of critically ill patients, also creating life-threatening complications.

## Gold Award—2019 Australian Crime and Violence Prevention Awards

Griffith University researchers were part of a Queensland Police Service-led project which received a gold award in the 2019 Australian Crime and Violence Prevention Awards. The *First Drinks: First Impressions Harm reduction through police engagement project* involved police working with Griffith researchers to engage with patrons entering the Surfer's Paradise night-time entertainment district, offering them a breathalyser test and providing feedback on their results.

## Magdalene-Schoch Fellowship

Professor Susanne Kastedt from the Griffith Criminology Institute was awarded a prestigious 2019 Magdalene-Schoch Fellowship from the University of Hamburg. The fellowship commemorates the first woman awarded the permission of professorship of law in Germany in 1932. During her two-month fellowship, Professor Kastedt will work with a group of criminologists at the University of Hamburg on comparative crime and justice issues.

## National awards for Griffith safety expert

Safety Science Innovation Lab academic, Dr Tristan Casey, helped develop and implement a frontline safety leadership program with Teys Australia, which has twice been recognised at the annual National Safety Awards of Excellence: Best Safety Leadership Program Award and the Pinnacle Award for Excellence in WHS. The program is based on the LEAD model, co-created with researchers from Curtin University and from The University of Queensland (UQ) and the model is a tripartite collaboration between industry, academia, and state government, as Tristan partnered with Teys Australia as part of his PhD research while working at the Office of Industrial Relations.

### **Griffith water science research leader appointment as 'Earth Commissioner'**

Professor Stuart Bunn, Director of Griffith's Australian Rivers Institute, is one of 19 leading scientists announced by international research organisation Future Earth to co-chair the Earth Commission. The Earth Commission is a world-first holistic attempt to establish global and regional scientific targets for a stable planet, including land, water, oceans and biodiversity, alongside climate. The Earth Commission will commence a high-level synthesis of scientific knowledge on the biophysical processes that regulate Earth's stability and targets to ensure this stability, scheduled for completion by 2021. The 19 commissioners include leading scientists in both natural and social sciences from 13 countries: Argentina, Australia (2), China (2), France, Germany (2), Ghana, India, Japan, Kenya, Netherlands (2), the United Kingdom, and the United States (4).

### **Queensland Award for Excellence in Experimental Music**

Dr Leah Barclay, Queensland Conservatorium Research Centre, won the Queensland Award for Excellence in Experimental Music at the 2019 APRA (Australasian Performing Right Association) Art Music Awards for her Listening Underwater project. The large-scale acoustic ecology project drew on more than a decade of Dr Barclay's underwater recordings from freshwater and marine ecosystems across the globe, from coastal mangroves in Mexico to frozen rivers in Norway, the iconic Great Barrier Reef and the coastline of Queensland including K'Gari (Fraser Island).



Dr Leah Barclay using hydrophones to record aquatic ecosystems

### **Top 30 most inspiring and influential women in robotics internationally**

Professor Wendy Moyle, Director of Menzies Health Institute Queensland Healthcare Practice and Survivorship Program, was announced as one of Robohub's 2019 '30 Women in Robotics you need to know about' list. Professor Moyle's research is centred on best practice in the care of older people and in particular, those with dementia. She recently completed the largest and most rigorous trial of a social robot in dementia care. Within her social robotics laboratory, she evaluates new and existing technologies, and works internationally with engineers and IT specialists in the development of new technologies.

### **2019 Get Ready Queensland Resilient Australia Awards**

An electronic road sign project Substation33 co-developed by Griffith University and Logan City Council was awarded one of eight 2019 Get Ready Queensland Resilient Australia Awards. Substation33 produced low-cost automatic flood warning signs made with recycled e-waste, which were developed for Logan's Flooded Roads Smart Warning System to enhance commuter safety. Dr Jarrod Trevathan, from Griffith's School of Information and Communications Technology and Institute for Integrated and Intelligent Systems, accepted the award on behalf of Griffith. The resilience awards recognise projects that have helped Queensland communities better prepare for natural disasters and emergencies. Substation33 is a social enterprise electronic waste recycling centre, based in Logan, that turns old laptops, computers and household appliances into innovations such as electric bicycles, Bluetooth speakers and a solar trailer to provide power to local festivals for free.

### **Honorary Research Fellowship at the University of Oxford**

Vocational education and training expert, Professor Stephen Billett, was awarded an Honorary Research Fellowship at the University of Oxford where he will work on a collaborative study about professional competencies. While at Oxford Professor Billett will deliver a presentation on a national study he conducted across 19 Australian universities about how to enrich university students' learning through their workplace experiences. Professor Billett was also invited by UNESCO to lead a workshop to assist the development and uptake of workplace learning in the Southern Mediterranean area.

### **Former Griffith Pro Vice Chancellor (Health) to chair Children's Health Research Alliance**

Research Professor in the School of Medicine at Griffith University, Professor Allan Cripps AO was appointed the new chair of the Children's Health Research Alliance, which is a joint initiative of Children's Health Queensland Hospital and Health Service and the Children's Hospital Foundation.



# Learning, teaching and the student experience

The University's reputation as a sector leader in learning and teaching innovation, and our deep commitment to delivering a remarkable student experience remained central motivators in 2019. Within the context of a developing *Strategic Plan 2020–2025*, Griffith continued the implementation of its *Academic Plan (2017–2020)* strategies and embraced a shifting landscape to pursue innovation and excellence in the services it provides to students.

Implementing our *Digital First* strategy remained a priority, with aspirations to enhance the student experience with intuitive and integrated digital technologies. The Digital campus remained our third largest and fastest growing campus and we continued to grow our online presence, including MOOCs and micro-credentials. *Griffith Credentials* launched in 2019, in partnership with Credly's Acclaim platform, to offer students a digital version of their qualifications and capabilities. Digital badges symbolise students' achievements in a way that can be displayed, accessed, verified and shared online. More than 10,000 digital badges were issued during the year.

Our continued focus on producing work-ready graduates saw a renewed investment in our innovation and entrepreneurship ecosystem. A new governance model enabled us to fully leverage our outstanding curriculum-based innovation teaching as well as the outstanding entrepreneurial activities of centres such as the Yunus Social Business Centre. The physical manifestation of this renewal are new innovation spaces on our campuses and the launch of the Griffith Innovation Centre at COHORT on the Gold Coast.

As a commitment to embracing a diverse and inclusive student cohort, flexible course delivery options for students were extended through expansion of Trimester 3 offerings and new alternative admissions pathways were introduced to increase opportunities for students who do not meet standard entry requirements. There was ongoing emphasis on fostering student safety, good mental health and wellbeing.

Griffith has an enviable record in producing the nation's highest-awarded teachers, having claimed the Australian Teacher of the Year title a record four times. Associate Professor Kevin Larkin, from the School of Education and Professional Studies, was named 2018 Australian University Teacher of the Year for inspiring and motivating pre-service teachers. The University's ongoing national teaching award success speaks to the strong culture of teaching innovation that continually motivates our teachers to innovate.

This section describes significant achievements in learning, teaching and initiatives which keep the student at the centre of all our endeavours.

## Staffing and equity

### Griffith Partners with Johnson & Johnson for Women in STEM2D Program

Griffith University continued its partnership with global medical and pharmaceutical organisation Johnson & Johnson in a program designed to recruit, retain and engage women in undergraduate degrees in science, technology, engineering, mathematics, manufacturing and design (WiSTEM2D)—the first such partnership in the Southern Hemisphere.

The Australian WiSTEM2D Griffith University Program is one of 20 institutions worldwide in partnership with Johnson & Johnson comprising research, student scholarships and student mentoring opportunities. Social Marketing@Griffith Director Professor Sharyn Rundle-Thiele conducted ground-breaking research investigating the challenges and opportunities for women entering and completing undergraduate degrees in STEM2D fields. The first paper to be published from this research will appear in the *Journal of Social Marketing* in 2020.



Associate Professor Kevin Larkin, 2018 Australian University Teacher of the Year

Griffith's inspirational mathematics educator Associate Professor Kevin Larkin was named 2018 Australian University Teacher of the Year by Universities Australia. Associate Professor Larkin inspires pre-service teachers to overcome negative perceptions of mathematics, to learn to their full potential, and begin their careers with confidence in their ability to teach maths. He said his overarching goal was to inspire the next generation of creative, motivated and knowledgeable teachers who recognise the importance of developing numerate citizens. 'The power of good teaching lies in its ability to change people's lives. Education is critical for everyone in our society—it gives them the skills to create a better Australia and a better world,' he said.



## Enrolments

Student Enrolments		2017	2018	2019*
Total Enrolments		47,260	48,037	49,595
Academic Career	Bachelor degree	35,186	35,811	36,635
	Higher degree coursework	5,476	6,327	7,383
	Higher degree research	1,964	1,914	1,839
	Other postgraduate	2,735	2,213	2,069
	Other	1,899	1,772	1,669
Attendance Type	Full-time	34,341	34,752	35,991
	Part-time	12,919	13,285	13,604
Campus	Gold Coast campus	19,216	19,597	20,073
	Logan campus	1,931	1,891	1,841
	Mt Gravatt campus	3,618	3,608	3,830
	Nathan campus	12,486	12,338	12,542
	South Bank campus	3,170	3,195	3,338
	Off shore	792	794	721
	Online	5,009	5,304	5,956
	Other campus	1,038	1,310	1,294
Citizenship	Domestic	38,961	39,485	40,576
	International	8,299	8,552	9,019
Enrolment Type	Commencing	19,518	20,068	20,608
	Continuing	27,742	27,969	28,987
Gender	Female	27,627	28,356	29,407
	Male	19,596	19,612	20,079
	Other	37	69	109
Group	Arts, Education and Law	13,647	13,702	14,380
	Griffith Business School	11,410	11,412	11,076
	Griffith Health	12,824	13,628	14,790
	Griffith Sciences	7,449	7,592	7,996
	Other	1,930	1,703	1,353

\*2019 figures are preliminary

Overall enrolments grew in 2019, particularly in relation to continuing student load. Gold Coast remains the largest campus, followed by Nathan and Online offerings, and Trimester 3 numbers again increased in 2019.

Griffith Health is now the largest group in terms of enrolments, with three of the four academic groups experiencing a rise in student demand.

After experiencing an improvement in 2018, international enrolments again increased during the year. Health and Sciences showed the most growth, particularly at the Gold Coast campus.

## Ongoing implementation of the Academic Plan 2017–2020

Implementing the *Academic Plan 2017–2020* was the focus of the University's learning and teaching community in 2019, and on supporting the development of the *Strategic Plan 2020–2025*. Both provided a clear pathway for driving transformation in our approaches to learning, teaching and the student experience. The Academic Plan's emphasis on preparing our students and graduates for success in a period of profound change and technological disruption guided further work on embedding initiatives that align with the needs of students, industry and the community. Progress towards achieving the three high level goals of the *Academic Plan 2017–2020* is outlined below.

## Goal 1.0 Engaged and relevant

Goal 1 of the Academic Plan expresses a commitment to preparing our students for their professional life following graduation and enhancing student employability through industry-engaged programs that are relevant to students' future career ambitions.

The Employability Committee has led the whole-of-institution program for embedding employability in program curriculum and across the student lifecycle. Industry representatives continued to be engaged in curriculum planning to ensure our programs are industry relevant and they develop the skills which our graduates require for success.

# Learning, teaching and the student experience

## Employability in the curriculum, on campus, and in the community

In 2019 the Griffith Employability Action Plan was adopted to refresh the University's focus on employability integrated into program curriculum and across the student lifecycle. The Employability in Program Curriculum initiative renovates curriculum with identified evidence-based elements such as career development learning, Work-integrated learning (WIL), and entrepreneurship and innovation. The initiative was introduced in four undergraduate programs and will be further scaled in 2020.

Growing the number and quality of internship and student placement opportunities was a particular focus. This was achieved by broadening sponsorship agreements to include WIL opportunities, such as with Surfing Australia, Business South Bank and the Gold Coast Suns, and building new relationships with industry partners, or the reinvigorating of existing ones. Opportunities were also released for students to undertake Work-integrated learning experiences with major Griffith University suppliers as part of a "Social Procurement" arrangement.

Griffith's Employability Awards (Sciences PLUS, Business Plus and Griffith Graduates of Influence), UniTemps, eCareerCoach, the Griffith Innovation Challenge and Griffith's industry mentoring program provided targeted elective and co-curricular employability development opportunities. Griffith's approaches to fostering graduate employability were affirmed with a 'gold star' rating in an international employability benchmarking exercise conducted by Higher Education Services.

### Griffith Graduates of Influence

The Griffith Graduates of Influence (GGol) Employability Award was relaunched in 2019 to recognise student participation in core employability learning and assessment in the program curriculum. The new award allows students to advertise employability-related skills developed through their degree via a Griffith online credential. More than 1,000 undergraduate students were eligible for the new GGol Silver Program Award, based on selected program participation. Participation will be scaled further in 2020 and beyond.

### Community internship courses

The Community Internship course promotes student WIL experiences with the not-for-profit sector. During 2019, our specific emphasis was on promoting and supporting work experience and volunteering for students living with disabilities, to enhance their employability. The 587 students who enrolled across the year contributed more than 30,000 volunteer hours to the not-for-profit sector. Sixty per cent of students continued to volunteer following their internship experience.

## Griffith global mobility

In 2019 Griffith welcomed approximately 1,000 study abroad and exchange students and facilitated more than 1,300 international experiences for Griffith students.

Griffith was the most successful university nationally in the award of New Colombo Plan 2020 prestigious scholarships, with nine students receiving scholarships from a total pool of 125 scholarships. These students will undertake study and internships in Singapore, India, Indonesia, Japan, and Taiwan in 2020. The successful Griffith recipients were Gabi Cooper (Education), Katharina Gutjahr-Holland (Health Science (Environmental Health)), Rachael Grant (Architectural Design), Harry Rodgers (Business), Tanner Noakes (Commerce (Finance, Accounting & Tax)), Jessica Farrell (Laws/Business (Marketing)), Odin Lowsley (Design/Business), Julia Hill (Music) and Anna Stirling (Laws/Government and International Relations).

## Student Investment Fund

The Student Investment Fund provides finance students with access to Queensland's largest student managed investment fund, totalling \$250,000 to analyse, evaluate and invest in socially responsible, ASX listed companies. Using Griffith's Trading Rooms, live data and real money, students gain unparalleled practical experience, and dividends from these shares are used to fund student scholarships for Griffith Business School students experiencing financial hardship.

## Griffith Honours College

The Griffith Honours College (GHC) is an aspiration and excellence program initiated to recruit, retain and nurture academically gifted students for a life of leadership and active citizenship. The experiences, capabilities and values GHC students gain position them as highly sought-after individuals successful in employability, postgraduate studies and prestigious external scholarships and initiatives. Notable achievements in 2019 included:

- Caitlene Hillman named Griffith's first Schwartzman Scholar—one of only three Australian students to receive this prestigious scholarship. Earlier in the year, Caitlene was named one of the Top 100 Graduates in the Australian Financial Review's Future Leaders awards.
- Four Fulbright Scholarships awarded to Griffith staff, students and alumni.
- Four Churchill Fellowships were awarded to Griffith alumni.
- Nine New Colombo Plan Scholarship scholarships awarded, the highest number received by any one university. Griffith University students Grace Manahan and Zachary Look were named as New Colombo Plan Alumni Ambassadors for Queensland.
- Five Griffith teams selected to compete in the Regional Finals of the 10th Annual Hult Prize Competition.
- GHC alumnus Michael Bidwell named Queensland Law Society Equity Advocate of the Year.
- Seven alumni and students received Golden Key International Honour Society Grants and scholarships.



Caitlene Hillman, Griffith's First Schwartzman Scholar

## Griffith Sports College

Griffith Sports College (GSC) is currently the leading elite athlete university program in the country, making Griffith University the preferred University of choice among elite athletes nation-wide. Griffith's elite athlete program supports 550+ (44% female, 56% male) student athletes. The support that the program offers athletes has resulted in an 81% retention rate.

In addition to a thriving high-performance sports program, GSC has strong relationships with the Queensland Academy of Sport and Australian Institute of Sport with cutting-edge research around the 'digital athlete' planned throughout 2019 for a 2020 commencement. The 'digital athlete' is a digital twin of an athlete allowing for prediction of injury, injury management and individualised training prescription resulting in maximal performance for each athlete in their chosen sport. This type of research collaboration is a game changer for sport.

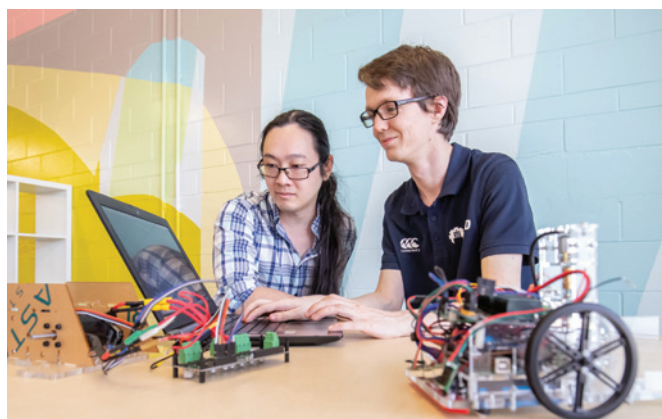
***Griffith was the most successful university nationally in the awarding of New Colombo Plan 2020 prestigious scholarships.***

## Innovation and entrepreneurship

Griffith expanded opportunities for students to develop innovation and entrepreneurship skills, both within their degrees and through extracurricular activities. Griffith's growing innovation and entrepreneurship ecosystem brings together students, staff, researchers, industry and the community around problem solving, design-thinking and new ventures that align with our values and commitments as a university.

An Innovation and Entrepreneurship Advisory Group now drives the University's innovation and entrepreneurship strategy and positive societal impact by optimising the creative and entrepreneurial capacity of the Griffith community.

The 2019 launch of the Griffith Innovation Centre at COHORT on the Gold Coast is a significant addition to Griffith's innovation and entrepreneurship ecosystem. The Griffith Innovation Centre is a highly adaptable teaching, prototyping and events space, linking students from all disciplines, academic staff and industry to deliver best practice innovation and entrepreneurship learning—both within and outside curriculum—to students, staff and the wider community. Connecting with industry and networking within the Health and Knowledge Precinct and COHORT location will allow students to work alongside and collaborate with the Gold Coast's most innovative companies through regular innovation events and masterclasses.



Students at the Griffith Innovation Centre

## Entrepreneurship in our academic programs

The *Griffith Innovation Challenge* course was introduced in 2019 with students competing for opportunities by developing viable business propositions and progressing through to a final pitch event. Prizes up to a value of \$10,000 were provided by industry partners. Winning student teams have used the prizes to continue to explore their business ideas, mentored by industry leaders, and by investing the cash prize in their solutions.

# Learning, teaching and the student experience

## Supporting extracurricular entrepreneurship activities

Griffith offers and supports multiple opportunities for students to extend their entrepreneurial skills through extra-curricular experiences, on campus and in the community, such as the 3DS (the 3 Day Startup) syllabus, Hult Prize, student hackathons and other global, national and local innovation challenges and pitch events. Griffith is the first university in the Asia-Pacific region to run the internationally recognised 3DS workshop offered at more than 170 institutions globally, including Harvard, Brown and Oxford universities.

## Yunus Social Business Centre Griffith University

The Yunus Social Business Centre (YSBC) was established in 2017 to contribute to Nobel Peace Laureate Muhammad Yunus' philosophy of alleviating poverty through social business. It serves to educate and provide seed funding to individuals to set up and start social business ventures that are self-sustaining, and where profits will be reinvested to generate sustainable social impact.

In applied research and knowledge sharing, the Centre started its first demonstration project looking at how the circular economy can focus not only on growing sustainability but can have real social impacts. The project has created eBikes from salvaged bikes and reused and repurposed laptop batteries (from Griffith), and constructed by young people in the Logan and Redland region who have been disengaged from study and work. Commercial research and consulting assignments were undertaken with industry partners in areas as diverse as addressing homelessness, growing sustainable businesses with people who have been excluded from the workforce, and redirecting the flow of investment into human services so we can more effectively achieve positive outcomes.

To support Innovation, the Centre scaled up the Fellows program. Two of the Centre's Fellows—Anna Gunther and Emma-Kate Rose—collaborated to successfully complete the first equity crowdfunding campaign for a social enterprise in Australia, raising more than \$2m for Food Connect, a social enterprise focused on regenerative food systems. Food Connect was awarded the inaugural Brisbane Lord Mayor's award for Outstanding Social Enterprise.

## Entrepreneurship in the Logan community

Many community programs were run during 2019 under the umbrella of the YSBC. These include:

**Advancing Regional Innovation Program (ARIP)**—a consortium between Griffith University, Redlands City Council, Logan City Council and seven other partners across the region, it has ignited more than 100 events across the region including the Griffith Entrepreneurship Seminar Series (attracting more than 2,300 community participants) and the GLO@Logan Year 9 and 10 Entrepreneurial Innovation Challenge to solve topical environment and health issues using technology.

**The Logan Social Enterprise Bus Tour**—an opportunity to convey regional achievements, inspire participants with innovative ways to solve community issues through business, build capacity of the regional entrepreneurship ecosystem, and explore a range of social enterprises across the region. Forty-five purpose-led founders, social business and community leaders, and representatives from government and academia came together in 2019 to learn more about impact-led enterprises and entrepreneurs.

Representation on the **Innov8 Logan leadership group**—a community-led group consisting of regional entrepreneurs, local business leaders, commercialisation businesses, social enterprises, Griffith University representation and local residents. It aims to inspire confidence in the Logan community to participate in innovation activities and to build a visible, connected ecosystem which uplifts and supports civic advancement and economic growth in the region.

## Supporting student careers

Nearly 23,000 students were provided with careers support during 2019 through dedicated Careers and Employment advisors (24.51% year on year increase from the previous year).

## Unitemps Griffith

Unitemps Griffith is an employment agency based at the University, providing paid work opportunities for students and graduates and excellent recruitment solutions to industry. More than 1,560 candidates were placed in undergraduate, graduate and general positions in 2019. Since Unitemps' foundation in 2016, more than 4,100 students have been placed into 355,131 hours of employment earning them \$11.5 million.

## Griffith Industry Mentoring Program

Griffith supported 400 online and face-to-face mentoring relationships in 2019, an increase of 25% from 2018. New Mentoring on the Move events hosted at Nathan and Gold Coast campuses connected a further 80 students and an equal number of industry mentors for one-off coaching conversations.

## Goal 2.0 Quality

Goal 2.0 of the Academic Plan articulates the University's priority of providing students with exceptional learning and teaching experiences and access to user-friendly, fit-for-purpose, accessible support.

In 2019, implementing the Griffith Learning and Teaching Framework, benchmarking and implementing strengthened course and program design standards contributed to meeting our quality goals. Capturing the student voice remained significant to achieving these aims.



## Student course feedback and evaluation

Griffith employs a suite of surveys to capture student feedback about their university experience spanning the student lifecycle, from orientation through to post graduation. Information is used to benchmark and improve quality in learning and teaching activities, as well as day-to-day experiences such as food on campus and computing access.

Preliminary 2019 results of Student Experience of Course (SEC) surveys of all undergraduate and postgraduate coursework students show 86.9% of Griffith courses achieved a mean score of 3.5 or higher in student satisfaction (out of a possible 5), consistent with 2018 outcomes.

## Quality and innovation – our teaching programs

### Griffith Learning and Teaching Framework

Griffith launched its evidence-informed Learning and Teaching Framework to scaffold student learning and success and drive the ongoing transformation of our learning and teaching practice. The Framework provides the basis for new Course and Program Design Standards that inform the design and alignment of learning outcomes, learning activities and assessment tasks, as well as our digital and physical learning environment. Our Griffith Standards ensure that our students experience a high level of consistency and quality across the University.

### Quality Assurance

Quality is assured via various approaches including our ongoing external, academic peer review and benchmarking collaboration with other Innovative Research Universities (IRU). The IRU Academic Calibration Process (ACP) demonstrates the appropriate standards of learning outcomes and grades awarded by reporting on the comparative quality and suitability of assessment design, learning outcomes, and supporting material for courses.

### Griffith Technology Enhanced Learning (TEL) Framework

In 2019 Griffith developed a TEL Framework to support our institutional readiness for technology enhanced learning. The Griffith TEL Framework is a mechanism to collaboratively identify digital priorities and implement actions in areas of strategy, quality, systems, services, support and training. The Griffith TEL Framework is a key enabler of our Digital First strategy.

*Griffith is first in Australia for the University Teacher of the Year Awards, Citations and Fellowships.*

## Enhancing our physical and digital environment

### Digital Tools in the Virtual Learning Environment

Griffith continues to facilitate the adoption of digital technology in learning and teaching, including e-Portfolios (PebblePad), tools to support active and collaborative learning (VoiceThread), and ECHO360 Active Learning Platform which supports in-class polling. The Microsoft 365 suite is being progressively applied within Griffith courses with plans for increased adoption in 2020. A total of seven Create Your Own digital video studios became available for staff, redesigned learning spaces were opened, and the Griffith Augmented and Virtual Reality Lab was launched during 2019 to accommodate innovative use of virtual learning tools.

### National leadership

Griffith provides strong leadership in the sector in the area of Technology Enhanced Learning (TEL) and teaching. Two major events were facilitated by Griffith in 2019 that attracted significant attention: the AR + VR + MR + XR = #anewreality; and the 'Microsoft Office + Teams in Learning and Teaching Summit'.

## Enhancing and celebrating good teaching

### Celebrated teachers

The University has an enviable success rate at the national level in the Awards for Australian University Teaching (AAUT) which recognise quality teaching practice and outstanding contributions to student learning. Over the past nine years (2010–2018), Griffith has won 19 Awards (12 for Teaching Excellence and seven for Programs that Enhance Learning), 53 Citations for Outstanding Contributions to Student Learning, and eight National Teaching Fellowships. Four Griffith academics have been named the Australian University Teacher of the Year. These results place Griffith first in Australia for the University Teacher of the Year Awards, Citations and Fellowships during this period. The 2018 AAUT round outcomes were announced in February 2019.



Associate Professor Kevin Larkin is transforming mathematics education



# Learning, teaching and the student experience

In 2019, two Awards were conferred to Griffith staff:

- **Associate Professor Kevin Larkin** (School of Education and Professional Studies) received an AAUT Award for Teaching Excellence in the Social and Behavioural Sciences category, for motivating and inspiring future teachers to overcome their anxiety with mathematics.
- The **Go Health Go Griffith Program** from Griffith Health implemented by Associate Professor Suzanne Owen (Lead), Associate Professor Helen Massa, Lyn Armit (Queensland Health) and Education Queensland received an AAUT Award for Programs and Teams that Enhance Learning. The program is an innovative tripartite educational and Health career partnership, building educational aspiration for high school students from diverse backgrounds, and preparing them for university and career success.

The AAUT Citations for Outstanding Contributions to Student Learning recognise those who have made a significant contribution to the quality of student learning in a specific area of responsibility over a sustained period. The following Griffith academics were awarded 2018 Citations:

- **Associate Professor Irene Bartlett**, Queensland Conservatorium
- **Associate Professor Sarah Cresswell**, School of Environment and Science – forensic chemistry
- **Dr Vinod Gopalan**, School of Medicine and School of Medical Science
- **Dr Diana Tolmie**, Queensland Conservatorium



Queensland Citations Ceremony (From left to right): Professor Gemma Carey, Dr Vinod Gopalan, Associate Professor Helen Massa, Associate Professor Irene Bartlett, Professor Rob Ellis, Associate Professor Suzanne Owen, Professor Nicholas Buys, Associate Professor Kevin Larkin, Associate Professor Sarah Cresswell, Dr Diana Tolmie, Lyn Armit (Queensland Health), Professor Debra Henly, Kym Allardyce (Education Queensland), Professor Fran Sheldon.

## Vice Chancellor's Award

The Vice Chancellor's Award for the Griffith University Teacher of the Year for 2019 was presented to **Dr Leanne Kenway** (School of Medical Science). Dr Kenway teaches large, first year, anatomy and physiology courses and uses active learning to successfully engage her students in this large class setting.

The Griffith University Education Leader of the Year recognises significant contribution to the leadership of learning and teaching and is awarded to the strongest recipient amongst the winners of the Group Awards for Education Leadership. **Professor Ruth McPhail** from the Department of Employment Relations and Human Resources received the 2019 Vice Chancellor's Award for Griffith University Education Leader of the Year.

**Professor Alf Lizzio**, Dean and Director, Learning Futures, received the Vice Chancellor's Lifetime Learning and Teaching Leadership Award. For over 25 years, Professor Lizzio has led multiple initiatives that have enhanced the quality of learning and teaching and the student experience at Griffith. Professor Lizzio's work on enhancing the student experience, particularly in first year, has had a significant influence on learning and teaching practice at Griffith and other universities both nationally and internationally.



Vice Chancellor Professor Carolyn Evans and Dr Leanne Kenway

## Griffith Awards for Excellence in Teaching

The Griffith Awards for Excellence in Teaching for 2019 (GAETs), presented at the Vice Chancellor's Teaching Excellence Awards, recognised the following inspirational staff committed to enhancing the quality of the student experience:

- **Dr Lisbeth Kitson** (School of Education and Professional Studies) *Excellence in Teaching Award, Arts, Education and Law*
- **Dr Tommy Soesanto** (Department of Accounting, Finance and Economics) *Excellence in Teaching Award, Griffith Business School*
- **Dr Leanne Kenway** (School of Medical Science) *Excellence in Teaching Award, Griffith Health*
- **Dr Ivan Gratchev** (School of Engineering and Built Environment) *Excellence in Teaching Award, Griffith Sciences*

- **Professor Ruth McPhail** (Department of Employment Relations and Human Resources) *Educational Leadership Award, Griffith Business School*
- **Denise Hope** and **Associate Professor Gary Grant** (School of Pharmacy and Pharmacology) *Active Learning Award, Griffith Health*
- **Melanie Roberts** (School of Allied Health Sciences) *Active Learning Award, Griffith Health*
- **Tim Newans** (School of Allied Health Sciences) *Excellence in Teaching Priority Area Award, Sessional Academic*
- **Dr Lacey Schaefer** (School of Criminology and Criminal Justice) *Griffith Excellence in Teaching Priority Area Award, Early Career*
- **The Kungullanji Program (Griffith Graduate Research School, Indigenous Research Unit and GUMURRII Student Success Unit)** *Programs and Teams that Enhance Learning Award. Program Lead: Jennifer Campbell (Griffith Graduate Research School). Program Team: Bronwyn Wolski and Samantha de Lore (Indigenous Research Unit), Leah Henderson and Eden Little (Indigenous Research Unit/Kungullanji). Learning Assistance Officers (GUMURRII Student Success Unit)*

## Higher Education Academy Fellowships

Higher Education Academy (HEA) Fellowships are globally recognised as an indicator of educational excellence and impact. HEA Fellowships are awarded at increasing levels of standing from Associate Fellow (AFHEA), Fellow (FHEA), Senior Fellow (SFHEA) and Principal Fellow (PFHEA). There are now more than 124,000 HEA Fellows globally, with this number increasing at a rate of approximately 1,000 new Fellows per month.

More than 200 staff have been recognised as HEA fellows since establishing the Griffith program two years ago, including: 59 AFHEA, 44 FHEA, 90 SFHEA and 9 PFHEA.

This is a remarkable achievement, reflecting the commitment of the University to raising the profile of learning and teaching and celebrating the achievements of our teachers. Partnering with Advance HE has fostered an inclusive culture of learning and teaching leadership, excellence and innovation.



Some of Griffith's new HEA Fellowship holders in 2019 acknowledged during Celebrating Learning and Teaching in October.



Vice Chancellor's Teaching Excellence Awards 2019

## 2019 Griffith Internationalisation Awards

The Griffith Internationalisation Awards reward and recognise academic leadership in advancing the internationalisation agenda at Griffith:

- The **Griffith Institute for Drug Discovery (GRIDD)** received the 2019 Most Outstanding Contribution to Overall Internationalisation award for its partnership with Shanghai Institute for Materia Medica over the past five years. This relationship now includes a joint PhD program as well as extensive research collaborations and has facilitated the mobilisation of 78 Griffith staff and 50 PhD students to China for partnership activities. It has also yielded a joint laboratory and regular symposia.
- The **Community Internship Team** received the 2019 Most Outstanding Contribution to the Development of Short-term Global Mobility Programs award for supporting students to participate in academically supported volunteer work in not-for-profit organisations around the world. More than 40 students per year participate, and the course is available as an elective in more than 70 of the University's undergraduate and postgraduate degrees.

## Staff development

### Leadership development

Griffith increased its investment in our leaders this year with development opportunities for staff at various stages of leadership maturity. Participation levels reflected these increases with 1,557 leaders, managers and supervisors undertaking development to build focus and capability in leading a high-performance workforce, representing a total of 50.5% of all training completed.

Staff leaders actively participated in the annual senior leadership conference exploring Griffith priorities and directions under the theme of *Griffith Beyond 50*. Two follow-on Academic Leaders Fora engaged academic leaders in discussions about University strategies, directions and priorities.

# Learning, teaching and the student experience

The new Vice Chancellor's *Remarkable Leader Speaker Series* (with Dr Kirstin Ferguson's (then Acting Chair Australian Broadcasting Corporation) presentation on International Women's day on *Women Kind: Unlocking the power of women supporting women* and Professor Stan Grant's presentation On Identity) and Executive Master Classes that expose professional and academic executives to contemporary leadership issues and evidence-based interventions were launched for senior University leaders.

Gender equity in leadership was supported in part through ongoing commitment to our *Women in Leadership* program and the *Leneen Forde Future Leaders* program for women.

The *Manager as Coach* program continued its successful implementation with programs and development events being delivered to 145 academic and professional leaders and managers and the Managing at Griffith program being delivered to 25 aspiring and early career managers.

## Capability, performance and talent development

The expanded schedule of staff and leadership development events resulted in more than 3,000 participants completing one of the 228 scheduled learning events in 2019. The development program focused on areas including leadership, digital transformation, change support, mentoring, job shadowing and career development, and coaching.

A new series of programs (the Creativity, Innovation and Enterprising Series) was introduced to build staff capability in collaboration, innovation, creativity, problem solving and presentation skills using Agile and Lean Start up concepts and digital tools. This series was co-designed and piloted through a highly successful partnership between the People and Wellbeing Learning and Development teams and the Griffith Business School's Department of Business Strategy and Innovation. More than 150 academic and professional staff participated in the series of workshops.

A talent management program was piloted in Corporate Services to identify and develop the careers and leadership capabilities of 40 high performing and high potential staff. A key element of this program was the Velocity Program which involved developing rapid collaboration, innovation, strategic thinking and pitching skills to resolve a real organisational issue.

Griffith's Digital Capability Development Framework continued to be embedded in staff performance, career and capability building activities throughout the year. In addition to the formal and scheduled development program, staff used Griffith's Capability Development Framework to assess their capabilities (420 self-assessments completed) and used the curated digital library of learning resources to undertake more than 1600 interactions with learning resources. The Capability Development Framework achieved industry recognition in March 2019 for its workplace innovation.

Three staff development programs were approved for digital badging and inclusion into the existing system of credentials as part of the University's Digital Badges Policy and since then, 177 staff have had their commitment to continuing professional development formally recognised.

Staff performance was supported through a refreshed and simplified approach for academic and professional staff to align and record performance objectives that align to Griffith's new strategic plan. Academic Supervisor Development continued in 2019 to support, aligning and embedding the focus of academic performance and career development towards more frequent, developmental and forward-looking performance conversations for academic staff. A range of new or expanded career development activities were accessed by staff throughout the year including: a series of staff career development workshops to support annual performance and development planning; the successful pilot of a new development initiative ("Designing a fulfilling career"); and the launch of a new digital resource ("The Career Hub") that delivers information, advice and resources for career planning and decision making which has received 188 unique visitors in the two months since launching.

The success of the MATE Bystander Program was further embedded in Corporate Services with 579 staff completing the program.

## Staff diversity

### Strategy

Several plans guide our staff equity, diversity and inclusion efforts at Griffith. These include: the Griffith University Strategic Plan; Equity, Diversity and Inclusion Plan; Our People Plan; Disability Action Plan; Reconciliation Action Plan; Griffith SAGE Pilot of Athena SWAN Action Plan; Pride Plan and associated Element and Group Plans.

### First Peoples Employment

With the recruitment of a First Peoples Employment Consultant in 2019, Griffith has launched several targeted initiatives such as the First Peoples Talent Pool and First Peoples Staff Network to recruit and retain our First Peoples staff.

### Gender Equity

Griffith received significant recognition for its gender equity efforts in 2019, including:

- WGEA Employer of Choice for Gender Equality
- a finalist in the Women in Technology Employer of Choice Awards as Employer of Choice
- a finalist in the Australian HR Awards for Best Workplace Diversity and Inclusion Program.

Our Women in Leadership, Leneen Forde program and women-only promotion sessions continue to provide opportunities to progress women in their career. As part of the Athena SWAN action plan, Sciences and Health Groups have provided additional mentoring and career development opportunities to new and promising academic women.

Other key initiatives from the action plan established in 2019 include:

- like-for-like pay equity reviews as part of our senior remuneration processes
- financial support for women returning from parental leave through the Queensland Government's Women's Research Assistance Program
- carers travel support scheme in the Sciences and Health Group to support carers to attend national and international conferences
- improved communication for staff members going on extended leave.

The Gender Equality Research Network was also established to support and showcase remarkable Griffith research on gender equality, women's leadership, and gender inclusivity with the 'Gender Card' podcast developed to mark International Day for the Elimination of Violence against Women.

### Safe and respectful campuses

Griffith continued to progress and finalise actions against recommendations from the *Change the Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities*. Activities and achievements in 2019 included: targeted training and awareness programs for staff and students; release of a new case management system for disclosures and reports of sexual assault and harassment, bullying and discrimination; second annual *It's On All Of Us* awareness week; and development of a new online consent and respectful relationships module titled, *Sex and Respect: It's On All Of Us*.

### Embedding equity, diversity and inclusion

Equity, diversity and inclusion were embedded as key capabilities in the new Griffith Leadership Capability Framework and an equity, diversity and inclusion award category was created in the Vice Chancellor's Awards for Excellence in Professional and Support Staff Service. A new workplace equity, diversity and inclusion website was launched to provide a central source of information for our staff and a digital community of practice was established for Equity Champions.

### Gender and sexuality diversity and inclusion (LGBTIQ+ diversity and inclusion)

In November 2019 Griffith released an LGBTIQ+ inclusion video featuring the Vice Chancellor and Deputy Vice Chancellor (Engagement) and members of the Griffith community to promote Griffith's support of LGBTIQ+ inclusion.

Griffith also released workplace Affirmation/Transitioning Guidelines to assist trans employees, their co-workers, managers, human resources staff, and others who may be involved in the workplace gender affirmation.

For the second year, pride flag raising events were held at all campuses on International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) and Griffith staff marched with other universities under the "University Unity" banner at the Brisbane Pride March.

### Cultural and linguistic diversity

Griffith joined the Multicultural Queensland Ambassador program and commenced a pilot of the SBS Cultural Competency Program for staff and students.

### Disability inclusion

Griffith completed a review of the employee lifecycle from a disability inclusion perspective. This review highlighted opportunities to further embed disability inclusion in our practice and will be used for action planning into 2020.

Several new Initiatives were developed in 2019 which begin addressing some of the identified areas, including:

**I am more than my disability campaign:** promoting the success of remarkable students and graduates with disabilities who defy expectation.

**Transitioning to Your Professional Employment event:** bringing together employees, traineeship opportunities, government departments and employment services to share information with students.



# Learning, teaching and the student experience

## Targets

Griffith has several targets related to gender and Aboriginal and Torres Strait Islander representation including: 45% women at Associate Professor and Professor; 50% women at HEW 10 and above and increase, by 5 per cent per annum, the number of Aboriginal and Torres Strait Islander staff.

At the 2019 census date (31 March), women represented 43.6% of those at Associate Professor and Professor levels and 45.7% of staff in senior administrative and professional roles (HEW 10 and above). Griffith is approaching gender parity with academic women representing 50.4% of all academic staff. In the 2019 promotion round, 46% of staff promoted were women. By December 2019, the number of Aboriginal and Torres Strait Islander staff members increased to 67. Griffith staff identified as having more than 103 different languages other than English and born in 114 countries other than Australia.

## Goal 3.0 Student-centred

Our approach to learning and teaching delivery firmly positions the student and their experience at the centre. In 2019 the *Digital First* strategy has driven further transformation of our academic programs and student support, motivated by a commitment to ensure a remarkable student experience. We have continued to strive for this goal by further investing in the development of flexible and accessible learning and support for all our students. We are doing this by expanding online opportunities and resources for students, providing enhanced academic support at scale through digital solutions and by continuing to promote inclusivity and increased participation of students from diverse and often disadvantaged backgrounds. New and existing initiatives are designed with the student in mind, to support and scaffold their success and to meet their needs.

## Flexible programs

Our trimester-based academic calendar provides students with additional options to enter Griffith programs throughout the year, and opportunities to accelerate their studies or spread their study load across the three trimesters. Uptake of Trimester 3 continues to grow with a 16% increase in T3 student enrolments in 2019—evidence that students appreciate the flexibility that such a model offers.

## Micro-credentials and digital badging

In April 2019, *Griffith Credentials* was officially launched. The purpose of *Griffith Credentials* is to help recipients showcase their accomplishments by providing them with a digital version of their qualifications and capabilities. Digital credentials symbolise achievements in a way that can be displayed, accessed, verified and shared online.

Since its launch, 10,393 badges have been issued, and 64 types of badges are available, including badges for the Griffith Graduate of Influence, Mental Health First Aid and Parents under Pressure. A variety of credentials have been implemented including models in partnership with industry (the Master of Professional Engineering Leadership), models that are accredited by industry members (Graduate Diploma of Financial Planning), credentials embedded within a course (Bachelor of Business – Tax Law credential) and credentials that give the recipient specified or unspecified credit in a program. Apart from these, there are a large number of co-curricular credentials. There are also a variety of credentials created in conjunction with the Professional Learning hub targeting professionals including school teachers, social workers and therapists.

In 2020, Griffith credentials will continue to expand with a focus on strategic partnerships with industry and recognising employability skills that can be transferred seamlessly across work environments and professions.

## AMP partnership with Griffith

2019 saw the launch of the Bachelor of Applied Financial Advice, a 100% online undergraduate program, providing opportunities for even those in regional Australia to access quality financial advice education with a degree-long focus on work-integrated learning, including internships and industry projects. 2020 will see the program offered in two intakes per year. The first two rounds of AMP scholarships were awarded in 2019, with one of the awardees commenting that without the financial support they would not have been able to continue their financial planning studies.

Griffith provided ongoing support to the AMP network in meeting their education requirements with a team member presenting on an expert panel around the country at professional development days. The partnership commenced a program of thought-leadership with a commitment to funding research over three years and the appointment of a co-funded AMP-Griffith University Research Fellow. The program focuses on developing a body of research to promote understanding of the value of financial advice and financial advice as a profession.

## Professional Learning Hub

Griffith embraces the changing world of work, and through the Professional Learning Hub, Griffith is committed to offering professional development and executive education to organisations. Griffith tailors its professional learning programs to ensure that it meets the organisation's requirements but also brings forward cutting-edge research and the independence of perspective expected from a leading university. Our professional learning is offered locally and internationally and we issue a shareable Griffith credential to ensure a tangible recognition of achievement for individuals.





In 2019, more than 14,000 students studied online with Griffith

## Learning in the cloud

### Digital campus and Griffith Online

Griffith Online continues to support innovation and transformation in online program delivery and grow online student enrolments. In 2019, we continued to develop our Digital campus, our third largest campus, and its range of offerings with the aim of offering a seamless service to students while reinforcing the Griffith attributes, no matter how a student engages with us or where they live. The online study mode continues to be our fastest growing mode of study, with online students consistently providing feedback of high satisfaction levels with their student experience, and high graduate employment levels. In 2019, we heightened our focus on embedding authentic and transferrable career development skills into our online courses, designing and refreshing programs to enhance employability of graduates.

Our Digital campus also encompasses partnerships with EduGrowth, FutureLearn, Pearson and OUA. We have a total of 102 programs offered online across a range of modes from traditional online, to accelerated online, to fully flexible programs where students can alternate between on campus and online study. Going forward we are leveraging Griffith's Virtual Learning Environment (VLE) to diversify provision of content, assessment, and opportunities for collaboration to suit our varied student cohort—from live webinars to text-based chat, fully-online invigilated exams, and comprehensive self-paced resources. The approach we apply to offering Digital campus services from learning design to support is a matrix of synchronous and asynchronous time and place viewed through a lens of student efficiency and effectiveness.

In 2019, more than 14,000 students studied in online programs with Griffith. Online program enrolments have increased by 9 per cent since 2018. Postgraduate program enrolments have increased significantly by 21% and undergraduate program enrolments have increased by 5 per cent since 2018.

### Open Universities Australia (OUA)

In 2019, Griffith's partnership with OUA continues to grow with new programs in development, our adoption of the OUA marketplace for lead generation, our trial of online proctoring with OUA, and Griffith becoming the first provider via OUA to trial offering PASS (peer-assisted study sessions) in two pathway courses in the Bachelor of Business. This trial attracted higher than national benchmarked synchronous participations—together with a significant asynchronous engagement via watching or downloading the sessions recordings. Noticeably students who participated in PASS showed an increase in grade and significant impact on retention.

Griffith remained the second largest provider of online programs through OUA in 2019. There are currently 60 Griffith online degrees on the OUA Marketplace. Griffith OUA enrolments improved with 2–3 per cent growth compared to –4 per cent the previous year, and 23,891 enrolments in 2019 (Year to date) compared to 23,262 enrolments in 2018.

Griffith worked with OUA to improve the administration processes for incarcerated students and in the second half of 2019 conducted an online exam delivery trial using *ProctorU* for an OUA course. The trial aimed to increase exam attendance, provide flexibility about when and where students take exams, and streamline processes.

Griffith delivered courses into five of the eleven OUA pathways which facilitate online study for non-award students. This strategy increased articulation into Griffith–OUA degrees during 2019.

### FutureLearn

As of 2019, more than 75,000 individuals joined Griffith Massive Open Online Courses (MOOCs) from more than 140 countries. Another 25,000+ individuals have currently registered interest in subsequent MOOC offerings.

Griffith delivered 32 runs of MOOCs on the FutureLearn platform during 2019, including a series of three MOOCs developed for staff called Teach Online. These form part of Griffith's professional development program to enhance the digital capability of our educators and designers.

Our MOOCs supported wider university and social priorities, forming part of for-credit courses, linking with research as well as social and government policy. We produced our *Written in Bone: An Introduction to Forensic and Bio-Archaeology* MOOC as part of a five-year ARC Linkage Project grant in partnership with the Mithaka people. Our *Safer Healthcare for Australia's First People's* MOOC provided professional development on the Australian Government's five cultural capabilities for health and human service workers working with Aboriginal and Torres Strait Islanders. Our most popular MOOC continues to be music psychology, called *Why Does Bohemian Rhapsody Feel So Good?* with participation of more than 4,000 joiners in each run.

# Learning, teaching and the student experience

## Retention and student success

### Scholarships

In 2019 there were 813 Griffith scholarships awarded, an increase of 68 compared with 2018. The Griffith Improvement prize which was introduced in 2018 to retain flight risk students continues to be successful with 98% of prize winners either completing their degree or remaining enrolled at Griffith.

### Student mentoring

Griffith employed and trained more than 400 students to mentor and advise peers during welcome and orientation weeks, at peak trimester milestones and on equity issues as part of widening participation schemes. Griffith MATES offered specific support to international students. Academic mentoring was offered through the Library Writing Mentor Scheme, the Back on Academic Track program and the **Peer Assisted Study Scheme (PASS)**.

The PASS program has proven to be a highly effective retention and student success initiative for Griffith, with benefits to both participating students and peer mentors. PASS is a peer-led student learning program offered in addition to scheduled lectures in which students work together to review key lecture content, test their understanding of difficult concepts, gain confidence through discussing course material and engage in cooperative problem solving methods. The aim of the PASS program is to assist new students to adjust to their university experience. Based on the evidence<sup>2</sup>, which shows that students who participate in just one PASS session can expect to receive a significant increase in their final mark for that PASS course, the University continues to invest in and expand the PASS program and in 2019, PASS was extended to online students in OUA programs. Drawing on the exceptional pool of student mentors at Griffith, who all complete a nationally accredited training program, the scheme targeted additional courses in 2019, and will continue to grow in 2020.

### English language skills

Griffith's English Language Enhancement Strategy (GELES) continued to support international students who speak English as an additional language or dialect (EAL/D) across the whole of their student journey at Griffith. Components of the Strategy in 2019 included the for-credit, undergraduate English Language Enhancement Course (nearly 1,500 undergraduate enrolments), the Postgraduate English Language Enhancement adjunct tutorial (offered in 22 postgraduate courses with large EAL/D student cohorts), EnglishHELP consultations, and the Griffith Bridging English course catering to domestic mature-aged students (130 student completions in 2019).

## Building aspiration and widening tertiary participation

### Supporting students from equity backgrounds

In addition to an ongoing commitment to student welfare and wellbeing, the University continued to implement Higher Education Participation and Partnerships Program (HEPPP) funded strategies to increase the participation, retention and success rates of domestic undergraduate students from equity backgrounds. The funding Griffith received as part of the HEPPP program has been used in a variety of ways, including to:

- support low socio-economic and other equity-background students in local communities by demystifying higher education and by assisting students to make informed decisions about their post school options. Three evidenced-based widening participation programs were delivered in 2019
- support Uni-Skills peer mentoring programs, and Peer Assisted Study Sessions (PASS) in a broad range of threshold courses
- continue the Widening Tertiary Participation Program for Pasifika Communities
- provide direct financial support to students, including scholarships, bursaries and laptops offered each trimester, and funding for extra-curricular opportunities and professional development activities such as conference attendance
- develop career-focused skills such as Student Partners Program, Peer Mentoring programs, and support for students from refugee backgrounds near to graduation with specialised employability workshops
- support learning projects that enhance current and prospective student experience, for example supporting students from refugee backgrounds with support such as intensive academic skills workshops (Heads Up program)
- develop an online financial literacy module (Budgeting 101) delivered to all students and staff through Learning@Griffith, our learning management system.

### Student mental health and wellbeing

Griffith implemented the Student Mental Health and Wellbeing strategy in 2019, supporting a holistic approach to mental health and wellbeing within the Griffith University community. A key deliverable under the Strategy, the Online Health and Wellness Centre was launched in September 2019 to connect students to services including urgent or crisis care, mental wellness, healthy living, social activity, sense of safety and security, and support for specific conditions. The Centre guides students to information, assessment tools, and treatment options for those who are developing or experiencing mental health problems, while promoting mental and general wellness more broadly through physical activity and social connection. A Mental Health First Aid digital badge is now available for students and staff who complete training.

## Aboriginal and Torres Strait Islander Students

The University has a long-standing commitment to increasing the number of Aboriginal and Torres Strait Islander students successfully graduating from its programs. The GUMURRII Student Success Unit provides extensive academic support across all campuses for Aboriginal and Torres Strait Islander students throughout the course of their studies.

## Support for students with disabilities

The *Disability Action Plan 2018–2020* continues to guide Griffith's aspiration to improve access and participation for people with disabilities. Support for students with disabilities is offered through reasonable adjustments including through the long-standing Deaf Student Support Program. Flexible online resources, emerging support technologies are adopted in addition to face-to-face services, and we continue to adapt our communication strategies to encourage student registration. In partnership with the National Disability Coordinators Office, Griffith's Specialist Employment Program continues to support students with disabilities in their final year of study to improve their employment outcomes.

## Learning and teaching outlook

Looking to the year ahead, we face both continued challenges in the higher education sector, particularly in relation to funding sources, including performance-based funding, capped student numbers and a significant drop in the number of high school leavers in Queensland in 2020. Both education and work requirements are shifting, and students now require different capabilities and capstone experiences that position them well for less traditional forms of work. Our outlook remains focused on supporting student learning, providing access to the highest quality education for as many students as possible, while ensuring our graduates of the future are supported to succeed at university and beyond.

We will continue to invest in our Digital campus and the digital capabilities of teaching staff to successfully transition to the new Virtual Learning Environment (VLE) in a way that transforms the student experience. Ongoing integration of Blackboard Ultra with Office 365 and other technologies which form the VLE, support the transformation of the pedagogy, curriculum and the student experience. The Learning and Teaching Quality Framework and standards for quality course and program design will continue to enhance the student experience through active, authentic and collaborative learning focused on developing discipline knowledge and employability skills.

In 2020, to continue to benefit a diverse student population, we will expand our online offerings to include more MOOCs, micro-credentials, and "stackable", more flexible learning experiences and qualifications suited to worker-learners at all stages of their careers, as well as offer more full degrees online. Partnering with industry in the co-design of relevant micro-credentials will be essential.

Nurturing our graduates of the future will see a continued emphasis on employability, interdisciplinarity of degrees, extended innovation and entrepreneurship opportunities and more digital badge options for students to demonstrate graduate capability.

Alternative entry pathways will be established or expanded in line with our commitment to offer the opportunity of university study to students who do not meet standard entry requirements. In 2020, the Higher Education Participation and Partnerships Program (HEPPP) will support evidence-based interventions for disadvantaged students and fund specific support programs for First Peoples' students and students from low-socio economic backgrounds.

Finally, our Safe Campuses initiatives and commitment to student mental health and wellbeing remain top priorities for the year ahead.

# Financial summary

## Highlights

- Net Result \$52.8m
- All financial sustainability Key Performance Indicators within target
- Balance sheet remains robust
- Cash flows continue to demonstrate strong operating cash generation
- Equity up \$66.6m driven by Net Result and revaluation of PPE and equity shareholdings

## Financial sustainability – Key Performance Indicators

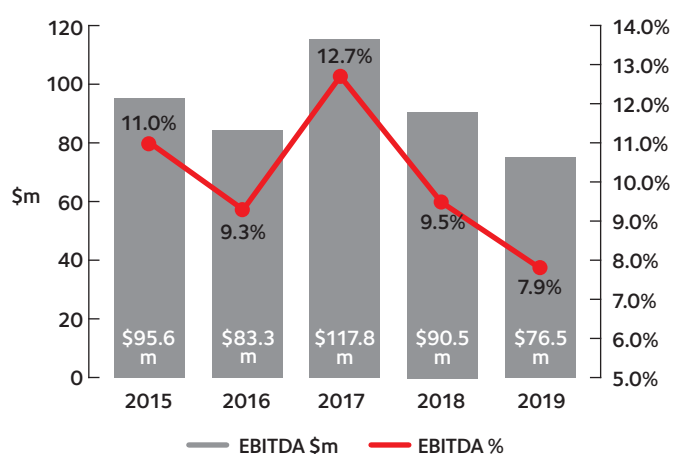
The University monitors its financial sustainability through five Key Performance Indicators. The year on year performance against target is summarised in the table below.

KPI	Year on Year Performance			2019 target met?
	2018	2019	Target	
<b>Underlying EBITDA</b> Underlying EBITDA / Total Income (excluding investment income)	12.8 %	11.3 %	10.0 %	✓
Underlying EBITDA exceeded target (excludes one-off strategic initiative expenditure)				
<b>Liquidity</b> Current assets / Current liabilities	3.8	3.0	1.5	✓
Exceeded target. Positive operating cash generation and growth in market value of invested funds increased current assets, however recognition of contract liabilities under the new revenue accounting standard contributed to significant increase in current liabilities.				

KPI	Year on Year Performance			2019 target met?
	2018	2019	Target	
<b>Asset sustainability</b> Annual capital expenditure on PPE and intangible assets / Depreciation & Amortisation	1.1	1.0	1.0	✓
Ratio remained in line with prior year due to consistent capital expenditure and depreciation.				
<b>Debt to EBITDA</b> Total borrowings / Reported EBITDA	1.0	1.1	3.0	✓
Borrowings remain within cap multiple. No additional borrowings in 2019. Debt continued to reduce in 2019, due to scheduled repayment.				
<b>Employee Cost</b> Employee costs / total expenses (excluding depreciation, amortisation and borrowing costs)	64.2 %	64.6 %	66.0 %	✓
Employee costs remain within target limit.				

## Reported EBITDA

The five year trend in reported EBITDA is outlined in the table below:



The difference between reported EBITDA of 7.9 per cent and underlying EBITDA of 11.3% in 2019 is expenditure on strategic one-off initiatives as well as strategic spend of prior year surpluses.



## Income statement

### Net result and total comprehensive income

The University delivered a Net Result from continuing operations of \$52.8m in 2019, representing a \$15.1m increase compared to the prior year. The restrained funding environment continues to adversely impact performance, however strong growth in the market value of invested funds, accounted for through income, contributed to the overall increase in the Net Result. Expenditure increased, albeit at a slower rate compared to the prior year, in part driven by salary expenditure and further strategic investment focused on long term sustainability.

Total comprehensive income was \$114.3m (2018: \$99.6 m), due to gains on equity instruments and PPE revaluations as follows:

	2019 \$m	2018 \$m	Diff \$m	Ref
Net result	52.8	37.7	15.1	
Gain on equity instruments – OCI	17.5	5.1	12.4	(i)
Gain on PPE revaluation	44.0	56.8	(12.8)	(ii)
Total comprehensive income	114.3	99.6	14.7	

(i) Upward fair value movement of holding in Education Australia

(ii) Gain relates to land, buildings and infrastructure following a desktop valuation.

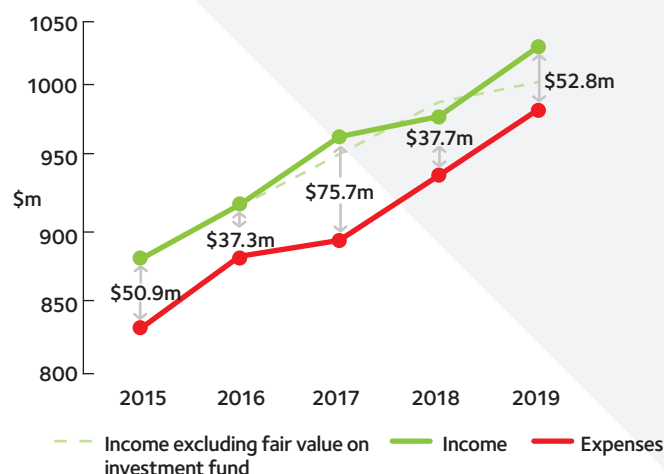
### Income and expenses from continuing operations

Total income from continuing operations increased by \$59.7m to \$1,030.9m. The 6.1 per cent increase was driven by strong investment income performance and improved consultancy income as government funding remained flat.

Total expenditure increased 4.8 per cent to \$978.1m for the year, representing additional spend of \$44.6m compared to 2018. Employee related expenses increased \$32.9m (5.9 per cent) in 2019 due to salary escalation and increased leave provisions.

### Five year overview

For comparative purposes, a five year overview of total income and expenses is illustrated below. This includes the impact of unrealised gains and losses relating to investment funds accounted for through income:



Over the five year period, the compounded annual revenue growth is 3.8 per cent compared to growth in expenditure of 4.0 per cent. The improved performance noted in 2017 was partially driven by third trimester income, following its introduction that year.

### Financial position

The University's balance sheet remains robust with net assets increasing by \$66.6m to \$2,208.5m. Current assets increased by \$65.0m, mainly due to positive cash generation from operating activities and strong performance of the growth fund. Upward movements in the fair value of shareholdings together with increased valuations of land and buildings contributed to the overall increase in non-current assets of \$59.8m. Total liabilities increased from \$267.9m to \$326.2m driven by the recognition of contract liabilities in 2019 as deferred income under the new revenue accounting standard.

### Future direction

Operating conditions remain challenging, with capped government funding coupled with ever increasing competition in both domestic and international markets requiring a renewed focus on long term financial sustainability and future growth opportunities. The impact of the COVID-19 virus continues to be assessed but does present a short to medium term risk to the University's international income.

The strategic plan for 2020 – 2025 outlines investment in teaching, research and a significant capital programme to ensure the University is best placed to respond to the challenges ahead whilst embracing future opportunities.

# Financial Statements

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# Financial statements

for the year ended 31 December 2019

## Statement of Comprehensive Income for the year ended 31 December 2019

	Notes	2019 \$'000	2018 \$'000
<b>Revenue and income from continuing operations</b>			
Australian Government financial assistance			
Australian Government grants	2.1	360,905	359,968
HELP – Australian Government payments	2.1	249,705	238,642
State and Local Government financial assistance	2.2	7,552	6,510
HECS-HELP – Student payments		14,997	14,584
Fees and charges	2.3	255,913	240,591
Investment income	3	45,396	16,900
Royalties, trademarks and licences		17	824
Consultancy and contracts	2.4	51,392	45,413
Other income and revenue	2.5	44,990	47,708
<b>Total income from continuing operations</b>		<b>1,030,867</b>	<b>971,140</b>
<b>Expenses from continuing operations</b>			
Employee related expenses	4	587,515	554,650
Depreciation and amortisation	9,10	66,045	66,215
Repairs and maintenance		22,580	21,854
Borrowing costs		3,066	3,526
Net losses on disposal of assets		32	147
Share of loss on investments accounted for using the equity method		268	374
Other expenses	5	298,586	286,718
<b>Total expenses from continuing operations</b>		<b>978,092</b>	<b>933,484</b>
<b>Net result before income tax</b>		<b>52,775</b>	<b>37,656</b>
Income tax expense		-	-
<b>Net result from continuing operations</b>		<b>52,775</b>	<b>37,656</b>
<b>Net result after income tax for the period</b>		<b>52,775</b>	<b>37,656</b>
Items that will not be reclassified to profit or loss			
Gain on equity instruments designated at fair value through other comprehensive income	16	17,549	5,111
Gain on revaluation of property, plant and equipment	9	44,044	56,793
<b>Total comprehensive income attributable to the University</b>		<b>114,368</b>	<b>99,560</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

# Financial statements

for the year ended 31 December 2019

## Statement of Financial Position as at 31 December 2019

	Notes	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	6	386,349	373,841
Receivables	7	24,814	27,802
Contract assets	2.6	12,720	-
Inventories		2,149	2,222
Other financial assets	8	245,288	211,527
Other non-financial assets	11	29,498	20,405
<b>Total current assets</b>		<u>700,818</u>	<u>635,797</u>
<b>Non-current assets</b>			
Property, plant and equipment	9	1,756,621	1,707,954
Intangible assets and premium on leased property	10	22,411	27,339
Other financial assets	8	54,892	38,797
<b>Total non-current assets</b>		<u>1,833,924</u>	<u>1,774,090</u>
<b>Total assets</b>		<u><b>2,534,742</b></u>	<u><b>2,409,887</b></u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	12	35,435	37,616
Borrowings	13	11,661	11,275
Provisions	14	89,561	83,803
Other liabilities	15	41,157	35,831
Contract liabilities	2.6	52,815	-
<b>Total current liabilities</b>		<u>230,629</u>	<u>168,525</u>
<b>Non-current liabilities</b>			
Borrowings	13	70,052	81,713
Provisions	14	17,846	17,717
Contract liabilities	2.6	7,667	-
<b>Total non-current liabilities</b>		<u>95,565</u>	<u>99,430</u>
<b>Total liabilities</b>		<u><b>326,194</b></u>	<u><b>267,955</b></u>
<b>Net assets</b>		<u><b>2,208,548</b></u>	<u><b>2,141,932</b></u>
<b>Equity</b>			
Reserves	16	919,631	858,038
Retained earnings	16	1,288,917	1,283,894
<b>Total equity</b>		<u><b>2,208,548</b></u>	<u><b>2,141,932</b></u>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.



# Financial statements

*for the year ended 31 December 2019*

## Statement of Changes in Equity for the year ended 31 December 2019

	Notes	Reserves \$'000	Retained Earnings \$'000	Total \$'000
<b>Balance at 1 January 2018</b>		<b>796,134</b>	<b>1,246,238</b>	<b>2,042,372</b>
Net result		-	37,656	37,656
Gain on revaluation of property, plant and equipment		56,793	-	56,793
Gain on revaluation of financial assets at fair value through other comprehensive income		5,111	-	5,111
<b>Balance at 31 December 2018</b>	16	<b>858,038</b>	<b>1,283,894</b>	<b>2,141,932</b>
<b>Balance at 1 January 2019</b>		<b>858,038</b>	<b>1,283,894</b>	<b>2,141,932</b>
Retrospective changes	16	-	(47,752)	(47,752)
<b>Balance as restated</b>		<b>858,038</b>	<b>1,236,142</b>	<b>2,094,180</b>
Net result		-	52,775	52,775
Gain on revaluation of property, plant and equipment		44,044	-	44,044
Gain on revaluation of financial assets at fair value through other comprehensive income		17,549	-	17,549
<b>Balance at 31 December 2019</b>	16	<b>919,631</b>	<b>1,288,917</b>	<b>2,208,548</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

# Financial statements

for the year ended 31 December 2019

## Statement of Cash Flows for the year ended 31 December 2019

	Notes	2019 \$'000	2018 \$'000
<b>Cash flows from operating activities</b>			
Australian Government grants		610,459	606,484
OS-HELP (net)	27.6	88	(281)
State Government grants		7,631	6,622
Local Government grants received		1,183	685
HECS-HELP – Student payments		14,480	14,584
Receipts from student fees and other customers		355,531	332,326
Dividends received		2,739	9,076
Interest received		9,971	10,511
GST recovered		14,309	16,279
Payments to suppliers and employees (inclusive of GST)		(923,216)	(872,700)
Interest and other costs of finance		(3,083)	(3,554)
<b>Net cash provided by operating activities</b>	23	<b>90,092</b>	<b>120,032</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment		656	916
Payments for property, plant and equipment and intangible assets		(68,373)	(70,885)
Proceeds from sale of financial assets		1,165	-
Payments for financial assets		(42)	(60,635)
<b>Net cash used in investing activities</b>		<b>(66,594)</b>	<b>(130,604)</b>
<b>Cash flows from financing activities</b>			
Repayment of borrowings		(11,275)	(14,348)
<b>Net cash used in financing activities</b>		<b>(11,275)</b>	<b>(14,348)</b>
<b>Net increase in cash and cash equivalents</b>		<b>12,223</b>	<b>(24,920)</b>
Cash and cash equivalents at the beginning of the financial year		373,841	397,889
Effects of exchange rate changes on cash and cash equivalents		285	872
<b>Cash and cash equivalents at the end of the financial year</b>	6	<b>386,349</b>	<b>373,841</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Financial statements

*for the year ended 31 December 2019*

## Notes to the financial statements for the year ended 31 December 2019

### 1. Summary of significant accounting policies

Griffith University is constituted under the *Griffith University Act 1998* (Qld) and is a statutory body within the meaning given in the *Financial Accountability Act 2009* (Qld). The principal address of Griffith University is Parklands Drive, Southport, Queensland 4222.

The financial statements are parent entity financial statements consisting of Griffith University only. Consolidated financial statements have not been prepared as the two subsidiaries' (Griffith Innovation Centre and International Water Centre Pty Ltd) financial statements are not considered material. The parent and ultimate parent entity is Griffith University. The presentation currency is Australian Dollars.

The principal accounting policies adopted in the preparation of the financial statements are set out under the relevant notes. These policies have been consistently applied for all years reported unless otherwise stated.

#### (a) Basis of preparation

The annual financial statements represent the audited general purpose financial statements of Griffith University. They have been prepared on an accrual basis and comply with Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board.

Griffith University applies Tier 1 reporting requirements.

Additionally, the statements have been prepared in accordance with the following statutory requirements:

- *Higher Education Support Act 2003* (Cth) (Financial Statement Guidelines)
- *Financial and Performance Management Standard 2019* (Qld)

Griffith University is a not-for-profit entity and these statements have been prepared on that basis. Some of the Australian Accounting Standards requirements for not-for-profit entities are inconsistent with the IFRS requirements.

#### (i) Date of authorisation for issue

The financial statements were authorised for issue by Griffith University at the date of signing the Griffith University Certificate.

#### (ii) Historical cost convention

These financial statements have been prepared under the historical cost convention, except for debt and equity financial assets that have been measured at fair value either through other comprehensive income or profit or loss, and certain classes of property, plant and equipment.

#### (iii) Critical accounting estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The estimates and underlying assumptions are reviewed on an ongoing basis.

University management has made no judgement in the process of applying accounting policies that would have a significant impact on the amounts disclosed in the financial report, other than the normal operational judgement affecting depreciation, impairment, revaluation of assets and calculation of employee benefits.

#### (b) Comparative amounts

Where necessary, comparative information has been reclassified to enhance comparability in respect of changes in presentation adopted in the current year.

#### (c) Rounding of amounts

Amounts in the financial report are rounded to the nearest thousand dollars.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 1. Summary of significant accounting policies (continued)

#### (d) Taxation

The activities of the University are exempt from Commonwealth taxation under the provisions of Division 50 of the *Income Tax Assessment Act 1997 (ITAA)* except for Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). State taxes are payable where applicable, e.g. Payroll Tax.

In relation to any foreign operations, the University is subject to tax under the Tax Acts applicable in the relevant countries. Tax in respect of these operations is brought to account in the year it is incurred.

#### (e) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case GST is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables are recorded at the GST inclusive amount. The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included with other receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis and the GST component of cash flows arising from financing or investing activities, which are recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

#### (f) New Accounting Standards and Interpretations

The following standard has been issued but is not mandatory for 31 December 2019 reporting periods. The University has elected not to early adopt this standard. The University's assessment of the impact of this new standard and interpretations is set out below:

AASB1059 *Service Concession Arrangements: Grantors* (application date 1 January 2020)

This standard prescribes the accounting treatment for arrangements from the grantor's perspective, requiring recognition of an asset based on certain criteria being met.

The University has a service concession arrangement with an external student accommodation provider at the Gold Coast Campus without any investment or financial operating risk to the University. The University has priority rights for its students to occupy the accommodation but has no obligation to guarantee any level of usage. It does not meet the criteria of being under control of the University and therefore no asset will be recognised.

In addition, at the date of authorisation of the financial statements, the following IASB Standards and IFRIC Interpretations were on issue but not yet effective, but for which Australian equivalent Standards and Interpretations have not yet been issued:

Amendments to References to the Conceptual Framework in IFRS Standards – 1 January 2020

#### (g) Initial application of Australian Accounting Standards

The University has adopted AASB15 *Revenue from Contracts with Customers*, AASB1058 *Income for Not-for-Profit Entities* and AASB16 *Leases* in accordance with the transitional provisions applicable to each standard. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

The following interpretations and amending standards have also been adopted:

AASB2016-8	Amendments to Australian Accounting Standards – Australian Implementation Guidance for Non-for-Profit Entities
AASB2017-7	Amendments to Australian Accounting Standards – Long-term Interests in Associates and Joint Ventures
AASB2018-4	Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Public Sector Licensors
AASB2018-8	Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 1. Summary of significant accounting policies (continued)

#### (g) Initial application of Australian Accounting Standards (continued)

##### **AASB15 Revenue from Contracts with Customers and AASB1058 Income for Not-for-Profit Entities**

The University adopted AASB15 and AASB1058 using the modified retrospective method of transition, with the date of initial application of 1 January 2019. The University has elected not to defer the application of AASB15 and AASB1058 for research grants to periods beginning on or after 1 July 2020 as permitted by AASB Action Alert Issue No. 200. In accordance with the provisions of this transition approach, the University recognised the cumulative effect of applying these new standards as an adjustment to opening retained earnings at the date of initial application, i.e., 1 January 2019. Consequently, the comparative information presented has not been restated and continues to be reported under the previous standards on revenue and income. In addition, the University has applied the practical expedient and elected to apply these standards retrospectively only to contracts and transactions that were not completed contracts at the date of initial application, i.e., as at 1 January 2019.

As the University is applying the modified retrospective approach, it did apply the practical expedient described in AASB15.C5 (c), for contracts that were modified before the beginning of the earliest period presented.

The University did not retrospectively restate the contract for those modifications in accordance with AASB15.20-21. Instead, it reflected the aggregate effect of all of the modifications that occur before the beginning of the earliest period presented when:

- Identifying the satisfied and unsatisfied performance obligations
- Determining the transaction price
- Allocating the transaction price to the satisfied and unsatisfied performance obligation

The new accounting policies for revenue and other income for not-for-profit in accordance with AASB15 and AASB1058 respectively are provided in note 2.6.

##### **Overview of AASB15 and AASB1058**

Under the new income recognition model applicable to not-for-profit entities, the University shall first determine whether an enforceable agreement exists and whether the promises to transfer goods or services to the customer are 'sufficiently specific'.

If an enforceable agreement exists and the promises are 'sufficiently specific' (to a transaction or part of a transaction), the University applies the general AASB15 principles to determine the appropriate revenue recognition. If these criteria are not met, the University shall consider whether AASB1058 applies.

The nature and effect of the changes as a result of adoption of AASB15 and AASB1058 are described as follows:

	Ref adjustments	1 January 2019 \$'000
<b>Assets</b>		
Receivables		-
Contract assets	2.6	11,445
Other assets		-
<b>Total assets</b>		11,445
Contract liabilities	2.6	54,318
Other liabilities		4,879
<b>Total liabilities</b>		59,197
<b>Total decrease to equity</b>		47,752
Retained earnings	16	47,752
		47,752

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 1. Summary of significant accounting policies (continued)

#### (g) Initial application of Australian Accounting Standards (continued)

Set out below are the amounts by which each financial statement line item is affected as at and for the year ended 31 December 2019 as a result of the adoption of AASB15 and AASB1058. The adoption of AASB15 did not have a material impact on other comprehensive income or the University's operating, investing and financing cash flows. The first column shows amounts prepared under AASB15 and AASB1058 and the second column shows what the amounts would have been had AASB15 and AASB1058 not been adopted:

#### Income Statement

31 December 2019

Amounts prepared under

	Ref adjustment	AASB15/ AASB1058 \$'000	Previous AAS \$'000	Increase/ Decrease \$'000
<b>Revenue and income from continuing operations</b>				
Australian Government financial assistance				
Australian Government grants	2.1	360,905	360,818	87
HELP – Australian Government payments	2.1	249,705	251,146	(1,441)
State and local government financial assistance	2.2	7,552	9,344	(1,792)
HECS-HELP – Student payments		14,997	15,028	(31)
Fees and charges	2.3	255,913	256,956	(1,043)
Investment income	3	45,396	45,396	-
Royalties, trademarks and licences		17	17	-
Consultancy and contracts	2.4	51,392	50,697	695
Other income and revenue	2.5	44,990	44,747	243
<b>Total revenue and income from continuing operations</b>		<b>1,030,867</b>	<b>1,034,149</b>	<b>(3,282)</b>
<b>Expenses from continuing operations</b>		<b>978,092</b>	<b>978,092</b>	<b>-</b>
<b>Total expenses from continuing operations</b>		<b>978,092</b>	<b>978,092</b>	<b>-</b>
<b>Net result before income tax from continuing operations</b>		<b>52,775</b>	<b>56,057</b>	<b>(3,282)</b>
Income tax expense		-	-	-
<b>Net result from continuing operations, after tax</b>		<b>52,775</b>	<b>56,057</b>	<b>(3,282)</b>

#### Statement of financial position

##### Assets

Receivables	7	24,814	29,994	(5,180)
Contract assets	2.6	12,720	-	12,720
Other assets		2,497,208	2,497,208	-
<b>Total assets</b>		<b>2,534,742</b>	<b>2,527,202</b>	<b>7,540</b>
Contract liabilities	2.6	60,482	-	60,482
Other liabilities		265,712	267,620	(1,908)
<b>Total liabilities</b>		<b>326,194</b>	<b>267,620</b>	<b>58,574</b>
<b>Equity</b>				
Reserves	16	919,631	919,631	-
Retained earnings	16	1,288,917	1,339,951	(51,034)
<b>Total equity</b>		<b>2,208,548</b>	<b>2,259,582</b>	<b>(51,034)</b>

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 1. Summary of significant accounting policies (continued)

#### (g) Initial application of Australian Accounting Standards (continued)

The nature of the adjustments as at 1 January 2019 and the reasons for the significant changes in the statement of financial position as at 31 December 2018 and the income statement for the year ended 31 December 2019 are described below:

##### (i) Course fees and charges

The significant changes are due to revenue being recognised over time as and when the course is delivered to students over the trimester. Under the previous standards, revenue was recognised at a point in time on census date when the University had the right to be compensated, and the amount of revenue and the stage of completion of the service can be reliably measured.

##### (ii) Consultancy and contracts and Australian Government grants

For revenue that is within the scope of AASB15, revenue is recognised over time as the service provided over the period or at a point in time if the service is not provided over the period. For revenue that is within the scope of AASB1058, revenue is recognised immediately upon receipt. Under the previous standards, revenue was recognised immediately when the University obtains control of the right to receive the grant, it is probable that economic benefits will flow to the University, and it can be reliably measured. Where it is reciprocal in nature, revenue was progressively recognised as it is earned, according to the terms of the agreements.

##### (iii) Contract assets and Contract liabilities

If the University performs by transferring goods or services to a customer before the customer pays consideration or before a payment is due, the contract is presented as a contract asset. If a customer pays consideration, or the University has a right to an amount of consideration that is unconditional, before the University transfers a good or service to the customer, the contract is presented as a contract liability.

##### (iv) Retained earnings

AASB15 was applied retrospectively with the cumulative effect of initially applying the standard as an adjustment to the opening balance of retained earnings.

#### AASB16 Leases

The University has adopted AASB16 using the modified retrospective method of transition, with the date of initial application of 1 January 2019. Under the modified approach, the University can choose, on a lease-by-lease basis, to measure the related right-of-use (ROU) asset at either:

- (i) its carrying amount as if AASB16 had been applied since the commencement date, but discounted using the lessee's incremental borrowing rate at the date of initial application, or
- (ii) an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application.

The University reviewed its leases to determine the magnitude of any potential changes. The majority of operating leases are motor vehicle leases or short-term studio rentals. Based on the immateriality and short-term nature of these leases, the University decided not to recognise a ROU asset, lease liability and computed interest charge and interest expense.

The University notes the amendment AASB 2018-8 which, as a temporary measure, permits not-for-profit lessees to not measure ROU assets for below market or peppercorn leases at fair value, since further guidance is expected to be developed to assist not-for-profit entities in measuring ROU assets at fair value. The University has two existing land leases with significantly below market lease payments. Initial estimates indicate a required \$62.0 million fair value recognition of ROU assets and an additional \$0.7 million annual amortisation charges.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 2. Revenue and Income

#### 2.1 Australian Government financial assistance including Australian Government loan programs (HELP)

	Notes	2019 \$'000	2018 \$'000
<b>(a) Commonwealth Grant Scheme and Other Grants</b>			
Commonwealth Grant Scheme <sup>#1</sup>		279,823	281,540
Higher Education Participation and Partnership Program		4,927	5,104
Disability Performance Funding <sup>#2</sup>		527	260
Indigenous Student Success Program <sup>#3</sup>		3,480	3,177
Total Commonwealth Grant Scheme and Other Grants	27.1	<u>288,757</u>	<u>290,081</u>
<b>(b) Higher Education Loan Programs</b>			
HECS-HELP		209,563	200,707
FEE-HELP		35,215	33,179
SA-HELP		4,927	4,756
Total Higher Education Loan Programs	27.2	<u>249,705</u>	<u>238,642</u>
<b>(c) Education Research</b>			
Research Training Program		23,906	23,184
Research Support Program		17,194	17,315
Total Education Research Grants	27.3	<u>41,100</u>	<u>40,499</u>
<b>(d) Australian Research Council</b>			
Discovery		10,635	10,285
Linkages		3,232	3,401
Total ARC	27.5	<u>13,867</u>	<u>13,686</u>
<b>(e) Other Australian Government financial assistance</b>			
Non-capital			
National Health and Medical Research Council		6,188	7,523
Department of Health		4,653	4,552
Australian Centre for International Agricultural Research		919	1,348
Department of Foreign Affairs and Trade		2,925	1,350
Department of Industry, Innovation and Science		1,500	83
Other		996	846
Total other Australian Government financial assistance		<u>17,181</u>	<u>15,702</u>
<b>Total Australian Government financial assistance</b>		<u><b>610,610</b></u>	<u><b>598,610</b></u>

<sup>#1</sup> Includes the basic CGS grant amount, Regional Loading, Enabling Loading, Medical Student Loading, Allocated Places and Non Designated Courses.

<sup>#2</sup> Disability Performance Funding includes Additional Support for Students with Disabilities and Australian Disability Clearinghouse on Education and Training.

<sup>#3</sup> Indigenous Student Success Program has replaced the Indigenous Commonwealth Scholarships Program and the Indigenous Support Program as of 1 January 2017.



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>2.2 State and Local Government financial assistance</b>		
Non-capital		
Operating financial assistance	2,953	2,962
Research funds	4,599	3,548
<b>Total State and Local Government financial assistance</b>	<b>7,552</b>	<b>6,510</b>
<b>2.3 Fees and charges</b>		
<b>Course fees and charges</b>		
Fee-paying onshore overseas students	190,134	176,826
Fee-paying offshore overseas students	3,757	4,651
Continuing education	11,949	11,073
Fee-paying domestic postgraduate students	8,062	8,482
Fee-paying domestic undergraduate students	143	3
Fee-paying domestic non-award students	945	975
Other domestic course fees and charges	14,530	15,051
Total course fees and charges	229,520	217,061
<b>Other non-course fees and charges</b>		
Community services fees	4,494	4,217
Conferences and seminars	3,554	2,003
Parking fees and fines	4,507	4,594
Enrolment / reinstatement fees	1,137	1,030
Student accommodation	7,365	6,657
Student services and amenities fees from students	3,468	3,351
Other fees and charges	1,868	1,678
Total other non-course fees and charges	26,393	23,530
<b>Total fees and charges</b>	<b>255,913</b>	<b>240,591</b>
<b>2.4 Consultancy and contracts</b>		
Consultancy	29,121	29,351
Contract research	22,271	16,062
<b>Total consultancy and contracts</b>	<b>51,392</b>	<b>45,413</b>
<b>2.5 Other income and revenue</b>		
Donations and bequests	11,767	12,824
Scholarships and prizes	5,403	5,119
Sale of goods	14,184	14,351
Commercial rent	2,090	2,182
Recovery of expenditure	7,034	7,143
Non-government grants	844	688
Commission received	1,304	1,239
Other revenue	2,364	4,162
<b>Total other income and revenue</b>	<b>44,990</b>	<b>47,708</b>

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### Note 2.6 Revenue and income from continuing operations

#### Basis for disaggregation

Revenue streams disclosed below are considered to be different in nature, amount, timing and uncertainty.

**Source of funding:** The University receives funds from the Australian Government as well as the State and Local Government to assist with education programs across a wide range of disciplines, and at different education qualification levels. Apart from funds received from Government, the University also receives funds and fees from private organisations or individuals that are used for the different programs led by the University or correspond to the education and research services provided by the University.

**Revenue and income streams:** The streams are distinguishing the different activities performed by the University as well as acknowledge the different type of users of the programs and services provided:

- i. **Education:** The University has domestic and overseas students enrolled in a variety of programs for different qualification levels (from certificates to doctoral degrees). Whilst, the number of domestic students is affected by national economic factors such as interest rates or unemployment, the overseas students are impacted by the changes in the immigration policies.
- ii. **Research:** The University performs research activities in different fields such as health, engineering, education, and science. The University enters into many different types of research agreements with different counterparties, such as with private sector customers and Government agencies that award research grants. Each grant agreement needs to be assessed as to whether it is an enforceable arrangement and contains sufficiently specific promises to transfer outputs from the research to the customer (or at the direction of the customer). Judgement is required in making this assessment. The University has concluded that some research agreements represent a contract with a customer whereas other research grants are recognised as income when the University obtains control of the research funds.
- iii. **Non-course fees and charges:** These correspond to the complementary services provided by the University such as parking and accommodation services.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### Note 2.6 Revenue and income from continuing operations (continued)

#### a) Disaggregation

The University derives revenue and income from:

	Notes	Course fees and charges (AASB 15)	Research goods and services (AASB 15)	Non-course fees and charges (AASB 15)	Source of Income	Research income (AASB 1058)	Other (AASB 1058)	Total Revenue from contracts with customers	Total Income of not-for-profit entities	Total Revenue and Income
Australian Government financial assistance, including HELP	2.1	529,528	13,867	-	26,115	41,100	-	569,510	41,100	610,610
State and Local Government financial assistance	2.2	-	4,320	-	2,952	280	-	7,272	280	7,552
Fees and charges	2.3	229,520	-	26,393	-	-	-	255,913	-	255,913
Consultancy and contracts	2.4	-	19,281	-	29,121	2,990	-	48,402	2,990	51,392
Donations and bequest	2.5	-	-	-	-	-	11,767	-	11,767	11,767
Other revenue	2.5	-	-	-	33,223	-	-	33,223	-	33,223
<b>Total revenue and income</b>		<b>759,048</b>	<b>37,468</b>	<b>26,393</b>	<b>91,411</b>	<b>44,370</b>	<b>11,767</b>	<b>914,320</b>	<b>56,137</b>	<b>970,457</b>

# Financial statements

*for the year ended 31 December 2019*

## Notes to the financial statements for the year ended 31 December 2019

### Note 2.6 Revenue and Income from continuing operations (continued)

#### b) Accounting policies and significant accounting judgements and estimates

The University's revenue recognition on significant revenue streams is detailed below:

- **Course fees and charges**

The course fees and charges revenue relate to undergraduate programs, graduate and professional degree programs and continuing education and executive programs.

The revenue is recognised:

- Over time as and when the course is delivered to students over the academic period.

When the courses or trainings have been paid in advance by students or the University has received the government funding in advance (e.g. before starting the academic period) the University recognises a liability until the services are delivered.

The University does not have obligations to return or refund once census date of each academic period is passed.

There is no significant financing component, as the period from when the student pays, and the service is provided is less than 12 months and the consideration is not variable.

- **Research**

Revenue recognition for research funding is dependent upon the source of the funding and the nature of the transaction. Management have judged that performance obligations are satisfied as performed and access to research findings is available to granting bodies, and this is consistent with expenses incurred.

The following specific research revenue recognition criteria have been applied:

- Funding received from the Australian Research Council ("ARC"): There is an enforceable contract by provisions in the ARC funding agreement and corresponding legislation; and there are sufficiently specific performance obligations in the promise of research activities in the form of the 'mature research plan' which is contained within the proposal for the grant. It is within the scope of AASB15. The only exception is ARC funded assets including Linkage, Infrastructure, Equipment and Facilities. These contracts meet the criteria of AASB1058 and are treated as transfers to enable an entity to acquire or construct a recognisable non-financial asset to be controlled by the entity.
- Funding received from the National Health and Medical Research Council ("NHMRC"): There is an enforceable contract by provision in the NHMRC funding agreement and corresponding legislation. There are sufficient specific performance obligations in the promise to undertake Research Activities as presented in the grant proposal in the form of research services provided to the NHMRC. It is within the scope of AASB15.
- Funding received from the Department of Education – Research Block Grant ("RBG"): The University received funding in relation to the Research Training Program ("RTP") and Research Support Program ("RSP") – There are no identified sufficiently specific performance obligations and other related amounts. They are out of scope of AASB15. The income will be recognised according to AASB1058 immediately when the University has the contractual right to receive the grant.
- Funding received from non-government entities: Each research project is reviewed individually with regard to the enforceability and sufficiently specific performance obligations criteria to determine whether AASB15 or AASB1058 applies.

The revenue is recognised:

- Over time when the service is provided over the period; or
- At a point in time when the service is within the scope of AASB15 and is not provided over the period; or
- At a point in time when the service is within the scope of AASB1058

- **Non-course fees and charges**

Non-course fees and charges revenue relates to student services and amenities fees, parking fees, community service fees, conferences and seminars, enrolment / reinstatement fees and student accommodation fees.

The following specific non-course fees and charges revenue recognition criteria have been applied:

- Student services and amenities fees: There is an enforceable contract by the provisions in the Student Services and Amenities Act and by the agreement between the University and student to provide services and amenities which form part of the University experience. There are sufficiently specific performance obligations in the promise of providing certain services and amenities to the students who are enrolled. It is within the scope of AASB15.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### Note 2.6 Revenue and Income from continuing operations (continued)

#### b) Accounting policies and significant accounting judgements and estimates (continued)

- Student accommodation: There is an enforceable contract by the agreement between the University and student to provide accommodation facilities. Performance obligations are sufficiently specific according to the agreement. It is within the scope of AASB15.
- All other fees and charges: Most of them are enforceable and contain sufficiently specific performance obligations. They are within the scope of AASB15.

Revenue is recognised:

- Over time as and when the service is provided over the period; or
- At a point in time when the service is within the scope of AASB15 and is not provided over the period;

#### • Other

Other revenue that is within the scope of AASB15 mainly relates to sales of goods, commercial rent, recovery of expenditure, commission received, non-government grants, and other revenue.

The following specific other revenue recognition criteria have been applied:

- Donations and bequests: If donations and bequests are mere gifts and create no material obligation, then sufficiently specific performance obligation criteria cannot be identified. It is out of scope of AASB15. Revenue is recognised according to AASB1058. If donations and bequests are not mere gifts and a material benefit is provided to the donor in return for the contribution made, then enforceability and sufficiently specific performance obligation criteria are assessed to determine whether AASB15 or AASB1058 applies.
- Other revenue: Most of these are enforceable and contain sufficiently specific performance obligations. They are within the scope of AASB15.

Revenue is recognised:

- Over time as and when the service is provided over the period
- At a point in time when the service is within the scope of AASB15 and is not provided over the period; or
- At a point in time when the service is within the scope of AASB1058

#### c) Unsatisfied performance obligations

Remaining performance obligations represent services the University has promised to provide to customers under various agreements which are satisfied as the goods or services are provided over the contract term. In determining the transaction price allocated to the remaining performance obligations in the University's contracts with customers, the University has not included the effects of the time value of money, non-cash consideration, if any, or if the performance obligation is part of a contract that has an original expected duration of one year or less. Further, the amounts disclosed below do not include variable consideration which has been constrained.

These unsatisfied performance obligations are expected to be satisfied within the following periods:

	Within 1 year	From 1 to 5 years	After 5 years	Total
	\$000	\$000	\$000	\$000
Course fees and charges	23,709	-	-	23,709
Research goods and services	17,049	6,003	-	23,052
Other	20,101	1,664	-	21,765

As permitted under the transitional provisions in AASB15, the transaction price allocated to partially unsatisfied performance obligations as of 31 December 2018 is not disclosed.



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### Note 2.6 Revenue and Income from continuing operations (continued)

#### d) Assets and liabilities related to contracts with customers

The University has recognised the following assets and liabilities related to contracts with customers:

	Note	2019 Closing balance \$000	2019 Opening balance \$000
Receivables	7	24,814	27,802
<b>Receivables – current</b>		<b>24,814</b>	<b>27,802</b>
<b>Receivables – non-current</b>		<b>-</b>	<b>-</b>
Contract assets		12,720	11,445
<b>Contract assets – current</b>		<b>12,720</b>	<b>11,445</b>
<b>Contract assets – non-current</b>		<b>-</b>	<b>-</b>
Australian Government unspent financial assistance		15,665	15,308
Other contract liabilities		44,817	39,010
<b>Contract liabilities – current</b>		<b>52,815</b>	<b>49,029</b>
<b>Contract liabilities – non-current</b>		<b>7,667</b>	<b>5,289</b>

Revenue recognised in the reporting period that was included in the contract liability at the beginning of the period was \$44.5m.

Revenue recognised in the reporting period from performance obligations satisfied (or partially satisfied) in previous periods (e.g. changes in transaction price) was nil.

#### • Contract assets

The contract assets are associated with revenue that has been earned but not billed.

The classification of contract assets as current or non-current was made on the basis whether the revenue earned is going to be billed within or beyond a 12-month period.

The impairment associated with the contract assets is disclosed in note 7 Receivables.

#### • Contract liabilities

The contract liabilities are associated with revenue being billed but performance obligations are unsatisfied.

The classification of contract liabilities as non-current was made on the basis that the unsatisfied performance obligations will be satisfied beyond the 12-month period.

Contract liabilities differ from the amounts disclosed in note 15 Other liabilities. The other liabilities include deferred income or liabilities arising from unclaimed receipts and refundable deposits.

	2019 \$000	2018 \$000
<b>3. Investment income</b>		
Interest		
Bank deposits	9,229	9,983
Dividends		
Equity instruments designated at fair value through OCI	630	11,776
Total investment revenue	<u>9,859</u>	<u>21,759</u>
Other investment gains and losses:		
Investment fund distributions	10,714	9,630
Net gain/(loss) arising on financial assets designated at fair value through profit or loss	24,823	(14,489)
Total other investment gain/(loss)	<u>35,537</u>	<u>(4,859)</u>
<b>Total investment income</b>	<b><u>45,396</u></b>	<b><u>16,900</u></b>

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 3. Investment income (continued)

Interest revenue is recognised as it is earned. Dividend revenue is recognised when: (a) the University's right to receive the payment is established, which is generally when shareholders approve the dividend; (b) it is probable that the economic benefits associated with the dividend will flow to the entity; and (c) the amount of the dividend can be reliably measured.

	2019 \$'000	2018 \$'000
<b>4. Employee related expenses</b>		
<b>Academic</b>		
Salaries	222,032	213,240
Contributions to funded superannuation and pension schemes	39,026	33,759
Payroll tax	13,462	12,550
Worker's compensation	595	755
Long service leave	6,562	5,541
Annual leave	15,499	14,374
Total academic	<u>297,176</u>	<u>280,219</u>
<b>Non-academic</b>		
Salaries	214,520	206,285
Contributions to funded superannuation and pension schemes	37,693	32,415
Payroll tax	13,228	12,364
Worker's compensation	590	756
Long service leave	6,411	5,427
Annual leave	17,897	17,184
Total non-academic	<u>290,339</u>	<u>274,431</u>
<b>Total employee related expenses</b>	<u><b>587,515</b></u>	<u><b>554,650</b></u>

Contributions to superannuation funds are recognised as an expense as they become payable.

Past service costs are recognised in profit or loss immediately.

The University incurs payroll tax at the rate determined by the State Government for payments made to and benefits received by the employees.

The University pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing staff, but is not counted in an employee's total remuneration package. It is not employee benefits and is recognised separately as employee related expenses.

Key executive management personnel are detailed in note 18.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>5. Other expenses</b>		
Scholarships and prizes	53,319	49,049
External grants and third party payments	12,915	13,220
Advertising, marketing and promotional expenses	15,757	16,480
Audit fees, bank charges, legal costs and insurance	6,201	5,800
Clinical and practical teaching fees	16,457	15,190
Commission and partnership organisation expenses	22,712	26,797
Computer expenses	7,433	7,198
Consultancy	23,902	21,284
Hospitality	2,832	2,979
Inventory used	5,048	5,632
Laboratory consumables	9,471	9,612
Non-capitalised equipment	14,374	13,470
Operating lease fees and other rental	2,593	2,726
Printing and stationery	6,356	6,521
Safety security and cleaning	15,018	13,647
Staff recruitment and benefits	3,508	3,262
Subscriptions and reference materials	18,620	14,322
Travel and conferences	22,567	22,440
Utilities	13,882	14,544
Other expenses	25,621	22,545
<b>Total other expenses</b>	<b>298,586</b>	<b>286,718</b>
<b>6. Cash and cash equivalents</b>		
Cash on hand	38	39
Cash at bank	10,931	20,716
Cash deposits at call	375,380	353,086
<b>Total cash and cash equivalents</b>	<b>386,349</b>	<b>373,841</b>

### (a) Cash at bank and on hand

Cash on hand is non-interest bearing, while cash at bank is subject to a floating interest rate of 1.20% at balance date (2018: 1.95%).

### (b) Cash deposits at call

The funds on call are invested with the Queensland Treasury Corporation in a Capital Guaranteed Cash Fund and are subject to a variable interest rate of approximately 1.50% at balance date (2018: 2.26%).

For Statement of Cash Flows presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>7. Receivables</b>		
<b>Current</b>		
Student fees receivables	3,692	5,785
Trade receivables	13,402	8,786
Other receivables	8,276	14,973
	<u>25,370</u>	<u>29,544</u>
Less: Allowance for expected credit losses	(556)	(1,742)
<b>Total receivables</b>	<b><u>24,814</u></b>	<b><u>27,802</u></b>

Trade receivables are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as debt instruments at amortised cost. Trade receivables are due for settlement no more than 30 days from the date of recognition.

### Contract assets

As at 31 December 2019, the University has contract assets of \$12.7m. Refer to note 2.6(d) for further detail.

### (a) Impaired student fees receivable and contract assets

For student fees receivable and contract assets the University applies a simplified approach in calculating expected credit losses. Therefore, the University does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. The University has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

## 8. Other financial assets

### Current

Other financial assets at fair value through profit or loss		
Queensland Investment Corporation Investment Funds	244,978	211,302
Other financial assets at fair value through other comprehensive income	310	225
<b>Total current other financial assets</b>	<b><u>245,288</u></b>	<b><u>211,527</u></b>

### Non-current

Other financial assets at fair value through other comprehensive income		
Unit trust investments	269	269
Shares in corporations-listed	-	1,012
Shares in corporations-unlisted	47,506	30,131
Investments accounted for using the equity method	7,117	7,385
<b>Total non-current other financial assets</b>	<b><u>54,892</u></b>	<b><u>38,797</u></b>
<b>Total other financial assets</b>	<b><u>300,180</u></b>	<b><u>250,324</u></b>

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 8. Other financial assets (continued)

The University accounts for Queensland Investment Corporation investment funds and shares in listed corporations at fair value at balance date. Shares in unlisted corporations are recognised at fair value unless there is insufficient information to determine a fair value, in which case amortised cost is used for measurement.

#### (i) Initial recognition and measurement

The University classifies its investments into the following categories:

- Financial assets at fair value through profit and loss
- Financial assets at fair value through other comprehensive income, or
- Financial assets at amortised cost.

#### *Financial assets at fair value through profit or loss*

These include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value.

The Queensland Investment Corporation investment funds are not considered to meet the definition of equity under AASB132 *Financial Instruments: Presentation* and are measured at fair value through profit and loss. Refer to note 3 Investment Income for further detail.

#### *Financial assets at fair value through other comprehensive income*

Upon initial recognition, the University elects to irrevocably classify equity investments designated at fair value through other comprehensive income when they meet the definition of equity under AASB132 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis. The University elected to irrevocably classify its unlisted and listed equity investments under this category as they are considered strategic in nature. Dividends received on these investments are recognised as income.

#### *Financial assets at amortised cost*

The University measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

#### (ii) Subsequent measurement

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains or losses are recognised in the income statement when the asset is derecognised, modified or impaired.

Financial assets measured at fair value through other comprehensive income are subsequently measured at fair value. Gains or losses on these financial assets are never recycled to profit or loss. Dividends are recognised as investment income in the income statement when the right of payment has been established. Equity instruments designated at fair value through other comprehensive income are not subject to impairment assessment.

#### (iii) Derecognition

Financial assets are primarily derecognised when:

- The rights to receive cash flows from the asset have expired or
- The University has transferred its rights to receive cash flows from the asset; and either (a) the University has transferred substantially all the risks and rewards of the asset, or (b) the University has neither transferred nor retained substantially all the risks and rewards of the assets, but has transferred control of the asset.



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the year ended 31 December 2019

### 9. Property, plant and equipment

At 1 January 2018	Construction in progress \$'000	Land \$'000	Buildings \$'000	Infrastructure \$'000	Plant and equipment* \$'000	Library \$'000	Other plant and equipment** \$'000	Total \$'000
Cost	48,471	-	-	-	184,539	-	-	233,010
Valuation	-	237,890	1,886,397	125,392	-	642	9,983	2,260,304
Accumulated depreciation	-	-	(667,816)	(56,639)	(125,254)	-	-	(849,709)
Net book amount	48,471	237,890	1,218,581	68,753	59,285	642	9,983	1,643,605
<b>Year ended 31 December 2018</b>								
Opening net book amount	48,471	237,890	1,218,581	68,753	59,285	642	9,983	1,643,605
Revaluation surplus	-	12,710	31,465	12,410	-	12	196	56,793
Additions	55,736	-	-	-	10,301	-	160	66,197
WIP transfers	(61,282)	-	30,939	23,511	6,832	-	-	-
Disposals: Cost	-	-	-	-	(13,268)	-	-	(13,268)
Disposals: Accumulated depreciation	-	-	-	-	12,206	-	-	12,206
Depreciation charge	-	-	(39,209)	(3,080)	(15,290)	-	-	(57,579)
Closing net book amount	42,925	250,600	1,241,776	101,594	60,066	654	10,339	1,707,954
<b>At 31 December 2018</b>								
Cost	42,925	-	-	-	188,404	-	-	231,329
Valuation	-	250,600	1,913,416	161,227	-	654	10,339	2,336,236
Accumulated depreciation	-	-	(671,640)	(59,633)	(128,338)	-	-	(859,611)
Net book amount	42,925	250,600	1,241,776	101,594	60,066	654	10,339	1,707,954
<b>Year ended 31 December 2019</b>								
Opening net book amount	42,925	250,600	1,241,776	101,594	60,066	654	10,339	1,707,954
Revaluation surplus	-	6,241	36,234	1,646	-	(426)	349	44,044
Additions	53,073	-	-	-	10,185	-	380	63,638
WIP transfers	(80,358)	-	70,983	2,459	6,916	-	-	-
Disposals: Cost	-	-	-	-	(11,045)	-	-	(11,045)
Disposals: Accumulated depreciation	-	-	-	-	10,357	-	-	10,357
Depreciation charge	-	-	(39,387)	(3,790)	(15,150)	-	-	(58,327)
Closing net book amount	15,640	256,841	1,309,606	101,909	61,329	228	11,068	1,756,621
<b>At 31 December 2019</b>								
Cost	15,640	-	-	-	194,459	-	-	210,099
Valuation	-	256,841	2,032,339	166,329	-	228	11,068	2,466,805
Accumulated depreciation	-	-	(722,733)	(64,420)	(133,130)	-	-	(920,283)
Net book amount	15,640	256,841	1,309,606	101,909	61,329	228	11,068	1,756,621

\* Plant and equipment includes all operational assets.

\*\* Other plant and equipment includes non-operational assets such as artworks.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 9. Property, plant and equipment (continued)

#### Valuations of land, buildings and other assets

##### (i) Acquisition

All assets acquired during the accounting period have been initially recognised at cost. Cost is the value of assets given as consideration including costs incurred in preparing the assets ready for use.

Expenditure on existing infrastructure and buildings has been added to the value of the existing assets where the expenditure is deemed to increase the useful life of the asset as opposed to expenditure which maintains the useful life of the asset.

Items or components which form an integral part of an asset are recognised as a single asset (functional asset). The recognition threshold is applied to the aggregate cost of each functional asset.

The asset recognition threshold is \$5,000 for all property, plant and equipment, except infrastructure and buildings, which are capitalised when the cost exceeds \$10,000 and land and artworks where the cost is \$1 or greater.

##### (ii) Revaluation

Land, buildings, infrastructure, artworks and heritage library collections are valued at fair value in accordance with the Queensland Treasury's Guidelines *"Non-current Asset Policies for the Queensland Public Sector"*.

Artworks and heritage library collections are comprehensively revalued at five year intervals. Independent comprehensive revaluations are performed on land, buildings and infrastructure every three years, or whenever a material variation in these assets is expected to have occurred. In the intervening years a University specialist performs revaluations of artworks, while desktop valuations are performed on heritage library collections, land, buildings and infrastructure by independent valuers.

Increases in the carrying amounts arising on revaluation of land and buildings and infrastructure are recognised, net of tax, in other comprehensive income and accumulated in equity under the heading of revaluation surplus. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset class are recognised in other comprehensive income to the extent of the remaining asset revaluation surplus attributable to the asset class. All other decreases are charged to the income statement.

Land, buildings and infrastructure are shown at fair value, based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings and infrastructure. On revaluation, accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset, so that the carrying amount of the asset after the revaluation equals its revalued amount.

All other property, plant and equipment, except as stated above, is stated at historical cost less depreciation.

##### (a) Buildings and infrastructure

Building and infrastructure assets were subject to a desktop revaluation as at 30 September 2019 by Jones Lang LaSalle (JLL) Australia, licensed property valuers, with 2019 being their inaugural year. The desktop valuation included applying indexation to the existing gross replacement cost derived from the previous valuation. In determining the indexation rates the valuers gave consideration to key construction guides and databases prepared by the Australian Institute of Quantity Surveyors (AIQS) and Rawlinson's (Australian Construction Handbook), economic and market conditions and other relevant sources. The gross value was established utilising the current replacement value of a new asset with similar service potential and includes allowances for preliminaries and professional fees and any restrictions placed on certain assets. The accumulated depreciation has been restated to reflect the consumed or expired service potential, thus reporting the University's building and infrastructure assets at fair value in accordance with the requirements of AASB 116 *Property, Plant and Equipment*. The resultant change in the property, plant and equipment revaluation surplus is reported as part of note 16 Reserves and retained earnings.

##### (b) Land

In 2019, land was subject to a desktop revaluation by JLL Australia, licensed property valuers. The valuation was carried out on a market value basis and represents the estimated amount each property might reasonably be expected to realise in an exchange between willing and knowledgeable parties in an arm's length transaction, accounting for any restrictions in use, detailed further in note 25 Fair value measurements. The resultant change in the property, plant and equipment revaluation surplus is reported as part of note 16 Reserves and retained earnings.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 9. Property, plant and equipment (continued)

#### (c) Library collection

Books contained in the Heritage Library Collection underwent a comprehensive revaluation in 2019 by Harbeck Rare Books Pty Ltd, a registered valuer under the Cultural Gifts Program of the Australian Government.

#### (d) Art collection (Queensland College of Art)

All artworks contained in the collection underwent a comprehensive valuation review during 2019 by Ross Searle & Associates, a registered valuer under the Cultural Gifts Program of the Australian Government. The valuation was performed in accordance with the requirements defined in AASB13 *Fair Value Measurement*.

#### (iii) Repairs and maintenance

Any repairs and maintenance expenditure above a threshold of \$10,000 subsequent to the original acquisition or completion of a building or infrastructure that either extends the life or increases the service potential is deemed to be capital in nature. All other repairs and maintenance expenditure is charged to the Statement of Comprehensive Income during the financial period in which they are incurred.

#### (iv) Impairment of assets

Assets are tested at least annually for impairment, or when significant events or circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised in the Statement of Comprehensive Income for the amount by which the asset's carrying amount exceeds its recoverable amount, unless the asset is measured at a revalued amount. Impairment losses on assets previously revalued are off-set against the property, plant and equipment revaluation surplus to the extent available.

#### (v) Depreciation

Land, art and library collections are not depreciated. All other asset categories are depreciated over their estimated useful economic lives to the University using the straight-line method. The residual value and useful life of each asset category is reviewed annually, and adjusted if appropriate.

For each class of depreciable asset, the following useful lives, applicable to both reported periods, are used for depreciation calculation purposes:

- Buildings – variable, based on periodic assessments of condition – 10 to 100 years
- Infrastructure – variable, based on periodic assessments of condition – 10 to 100 years
- Plant and equipment – up to 10 years
- Vehicles – 1.5 to 7 years

#### (vi) Derecognition of property, plant and equipment

An item of property, plant and equipment is derecognised when disposed of or when no future economic benefits are expected to arise from the continued use of the asset.

Gains and losses on disposal are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in the Statement of Comprehensive Income. When revalued assets are disposed, amounts included in the property, plant and equipment revaluation surplus relating to that asset are transferred to retained earnings.

### Non-current assets pledged as security

There are no non-current assets pledged as security by the University or its controlled entities.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 10. Intangible assets and premium on leased property

	Development costs \$'000	Licences \$'000	Subtotal \$'000	Premium on leased property \$'000	Total \$'000
<b>At 1 January 2018</b>					
Cost	49,561	5,001	54,562	7,500	62,062
Accumulated amortisation	(25,790)	(4,994)	(30,784)	(1,192)	(31,976)
Net book amount	23,771	7	23,778	6,308	30,086
<b>Year ended 31 December 2018</b>					
Opening net book amount	23,771	7	23,778	6,308	30,086
Additions: Internal development	4,417	1,472	5,889	-	5,889
Amortisation charge	(8,449)	(118)	(8,567)	(69)	(8,636)
Closing net book amount	19,739	1,361	21,100	6,239	27,339
<b>At 31 December 2018</b>					
Cost	53,978	6,473	60,451	7,500	67,951
Accumulated amortisation	(34,239)	(5,112)	(39,351)	(1,261)	(40,612)
Net book amount	19,739	1,361	21,100	6,239	27,339
<b>Year ended 31 December 2019</b>					
Opening net book amount	19,739	1,361	21,100	6,239	27,339
Additions: Internal development	2,790	-	2,790	-	2,790
Disposals: Cost	(8,539)	(647)	(9,186)	-	(9,186)
Disposals: Accumulated amortisation	8,539	647	9,186	-	9,186
Amortisation charge	(7,568)	(82)	(7,650)	(68)	(7,718)
Closing net book amount	14,961	1,279	16,240	6,171	22,411
<b>At 31 December 2019</b>					
Cost	48,229	5,826	54,055	7,500	61,555
Accumulated amortisation	(33,268)	(4,547)	(37,815)	(1,329)	(39,144)
Net book amount	14,961	1,279	16,240	6,171	22,411

#### (i) Research

Research costs incurred in obtaining new scientific or technical knowledge and understanding, are recognised in the Statement of Comprehensive Income as an expense when they are incurred.

#### (ii) Development

Expenditure on development activities, including software, being the application of research findings or other knowledge to a plan or design for the production of new or substantially improved products or services before the start of commercial production or use, is capitalised if the product or service is technically and commercially feasible, adequate resources are available to complete development and the costs on completion of the asset exceed the capitalisation threshold of \$100,000. The expenditure capitalised comprises all directly attributable costs, including costs of materials, services, direct labour and an appropriate portion of overheads.

Other development expenditure is recognised in the Statement of Comprehensive Income as an expense as incurred.

Capitalised development expenditure is stated at cost less accumulated amortisation and impairment losses recognised. Amortisation is calculated using the straight-line method to allocate the cost over the period of the expected benefit, which varies from 1 to 5 years.

#### (iii) Licences

Licences have a finite useful life and are carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of licences over their estimated useful lives which varies from 5 to 20 years.

#### (iv) Premium on leased property

The University is leasing certain land and buildings at the Southbank campus under a long-term lease arrangement expiring in 2110. The lease premium is being amortised over the period of the lease.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>11. Other non-financial assets</b>		
<b>Current</b>		
Prepayments	29,498	20,405
<b>Total other non-financial assets</b>	<b>29,498</b>	<b>20,405</b>

The University recognises a prepayment as an asset when payments for goods or services have been made in advance of the University obtaining a right to access those goods or services.

## 12. Trade and other payables

<b>Current</b>		
Trade payables	13,139	15,030
Accrued expenditure	15,300	6,348
Funds held on behalf of other bodies	1,758	2,025
Payroll accruals	3,452	12,515
OS-HELP Liability to Australian Government	1,786	1,698
<b>Total trade and other payables</b>	<b>35,435</b>	<b>37,616</b>

Trade and other payables, including accruals not yet billed, represent liabilities for goods and services provided to the University prior to the end of the reporting period. These amounts are unsecured and are usually settled within 30 days of recognition.

## 13. Borrowings

<b>Current</b>		
Unsecured		
Queensland Treasury Corporation loans	11,661	11,275
<b>Total current unsecured borrowings</b>	<b>11,661</b>	<b>11,275</b>
<b>Non-current</b>		
Unsecured		
Queensland Treasury Corporation loans	70,052	81,713
<b>Total non-current unsecured borrowings</b>	<b>70,052</b>	<b>81,713</b>
<b>Total borrowings</b>	<b>81,713</b>	<b>92,988</b>

Borrowings are initially recognised at fair value, net of transaction costs incurred and are subsequently measured at amortised cost, using the effective interest rate method.

Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

For detailed information on the University borrowings see note 17(c) Financial risk management, Liquidity risk and note 25 Fair value measurements. The carrying amount of all borrowings is held in Australian dollars. None of the University's borrowings are readily traded on organised markets in standardised form. The University does not have any assets pledged as security for interest-bearing liabilities.



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>13. Borrowings (continued)</b>		
<b>(a) Financing arrangements</b>		
Unrestricted access was available at balance date to the following lines of credit:		
Credit standby arrangements		
Total facilities		
Corporate cards	10,000	10,000
Total credit standby arrangements	<u>10,000</u>	<u>10,000</u>
Used at balance date		
Corporate cards	775	797
Total used at balance date	<u>775</u>	<u>797</u>
Unused at balance date		
Corporate cards	9,225	9,203
Total unused at balance date	<u>9,225</u>	<u>9,203</u>
<b>(b) Risk exposures</b>		
In 2016, all of the University's borrowings were converted to fixed interest rates. Therefore, at balance date there is no interest rate risk exposure.		
<b>14. Provisions</b>		
<b>Current provisions expected to be settled within 12 months</b>		
Employee benefits		
Long service leave	7,583	8,436
Annual leave	34,816	32,832
Severance pay	454	322
Subtotal	<u>42,853</u>	<u>41,590</u>
<b>Current provisions expected to be settled after more than 12 months</b>		
Employee benefits		
Long service leave	43,955	37,527
Annual leave	2,753	4,686
Subtotal	<u>46,708</u>	<u>42,213</u>
Total current provisions	<u>89,561</u>	<u>83,803</u>
<b>Non-current provisions</b>		
Employee benefits		
Long service leave	17,846	17,717
Total non-current provisions	<u>17,846</u>	<u>17,717</u>
<b>Total provisions</b>	<u>107,407</u>	<u>101,520</u>

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 14. Provisions (continued)

Provisions are recorded when the University has a present obligation, either legal or constructive as a result of a past event. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period. Where the settlement of the obligation is expected after twelve or more months, the obligation is discounted to the present value using an appropriate discount rate.

#### Employee benefits

##### (i) Short-term obligations

Liabilities for short-term employee benefits due and expected to be settled wholly before twelve months after the end of the reporting period are recognised in the Statement of Financial Position at the current pay rates.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

##### (ii) Other long-term obligations

The liability for other long-term employee benefits are those that are not expected to be settled wholly before twelve months after the end of the annual reporting period. Other long-term employee benefits include annual leave and long service leave liabilities.

Other long-term obligations are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date, in which case it will be reported as a non-current liability.

##### (iii) Retirement benefit obligations

Contributions made by the University to employee superannuation funds are charged as expenses when incurred and the University's legal or constructive obligation is limited to these contributions.

##### (iv) Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of a formally accepted offer of voluntary redundancy. Benefits falling due within twelve months are valued at their nominal amounts and amounts falling due more than twelve months after the reporting date are discounted to their net present values.

	2019 \$'000	2018 \$'000
<b>15. Other liabilities</b>		
<b>Current</b>		
Unearned revenue	39,782	33,624
Other liabilities	1,375	1,464
Australian Government unspent financial assistance	-	743
<b>Total current other liabilities</b>	<b>41,157</b>	<b>35,831</b>

In 2019, any Australian Government unspent financial assistance amounts that are part of the contract liabilities in scope of AASB15 are now disclosed in note 2.6. For comparative purposes, all Australian Government unspent financial assistance amounts (including amounts that are now classified as contract liabilities) are presented in this note.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

	Notes	2019 \$'000	2018 \$'000
<b>16. Reserves and retained earnings</b>			
<b>(a) Reserves</b>			
Property, plant and equipment revaluation surplus		872,011	827,967
Financial assets at fair value through other comprehensive income		47,620	30,071
<b>Total reserves</b>		<b>919,631</b>	<b>858,038</b>
<b>Property, plant and equipment revaluation surplus</b>			
Balance 1 January		827,967	771,174
Revaluation of land		6,241	12,710
Revaluation of buildings		36,234	31,465
Revaluation of infrastructure		1,646	12,410
Revaluation of other assets		(77)	208
<b>Balance 31 December</b>		<b>872,011</b>	<b>827,967</b>
<b>Financial assets at fair value through other comprehensive income</b>			
Balance 1 January		30,071	24,960
Revaluation		17,549	5,111
<b>Balance 31 December</b>		<b>47,620</b>	<b>30,071</b>
<b>Movements in retained earnings were as follows:</b>			
Retained earnings at 1 January		1,283,894	1,246,238
Retrospective changes	1(g)	(47,752)	-
Operating result for the year		52,775	37,656
<b>Retained earnings at 31 December</b>		<b>1,288,917</b>	<b>1,283,894</b>

### (b) Nature and purpose of reserves

Transfers to and from the property, plant and equipment revaluation surplus and financial assets at fair value through other comprehensive income result from fluctuations in the fair value of assets held.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 17. Financial risk management

#### Objectives and Policies

The University's activities expose it to a variety of financial risks including market risk (including foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk. These risks are managed by the University as described below. The University's financial instruments consist mainly of cash funds, equity instruments, accounts receivable and payable, and borrowings.

Risk management is carried out by Finance under policies approved by the University Council.

#### (a) Market risk

##### (i) Foreign exchange risk

The University's direct financial exposure to foreign exchange risk lies in its purchase of goods and services in foreign currency.

The University has approval to hedge foreign currency transactions to mitigate foreign exchange risk. The University also holds bank accounts in Hong Kong dollars and United States dollars. Management does not consider the financial impact of foreign exchange risk to be material for further disclosure and analysis.

##### (ii) Price risk

The University's exposure to price risk lies in managed funds administered by Queensland Investment Corporation and the shareholdings in Education Australia Limited. The remainder of the University shareholdings and investments are not subject to price risk as they are not publicly traded. Shares in Navitas Ltd were disposed in 2019.

The University mitigates this risk by constant review of investment holdings to determine appropriate action.

The management and operation of the University's investment portfolio is governed by the *Griffith University Act 1998* (Qld) and the *Statutory Bodies Financial Arrangements Act 1982* (Qld).

The University's investment strategy seeks to achieve compliance with statutory and legislative requirements, to preserve and improve the value of the University's investment assets over time, and to earn a return commensurate with the term of the University's investments and the credit worthiness of the underlying counterparties.

Outlined in the following table is the University's sensitivity analysis to price risk. The University has chosen a fluctuation of 10% (2018: 10%) to outline this sensitivity. The decision not to change the sensitivity relates to the University's management study of current market data.

##### (iii) Interest rate risk

The University's exposure to interest rate risk arises predominantly from assets and liabilities bearing variable interest rates. Where possible to mitigate this risk, the University holds fixed rate assets and liabilities to maturity.

Outlined in the table below is the University's sensitivity analysis to interest rate risk. Interest rate risk lies in balances in bank accounts earning interest and Queensland Treasury Corporation managed funds. At balance date, the University's borrowings from QTC were under fixed interest rates and therefore are not considered to be exposed to interest rate risk. The University has chosen a fluctuation of 1% (2018: 1%) to outline this sensitivity. The decision not to change the sensitivity relates to the University's management study of current market data.

# Financial statements

for the year ended 31 December 2019

Notes to the financial statements for the financial year ended 31 December 2019

## 17. Financial risk management (continued)

### (a) Market risk (continued)

	Carrying Amount	Interest rate risk				Price risk			
		-1%		+1%		-10%		+10%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity
31 December 2019	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>									
Cash and cash equivalents <sup>#1</sup>	386,349	(3,862)	(3,862)	3,862	3,862	-	-	-	-
Other financial assets <sup>#2</sup>	300,180	-	-	-	-	(28,536)	(28,536)	28,536	28,536
Receivables	24,814	-	-	-	-	-	-	-	-
Contract assets	12,720	-	-	-	-	-	-	-	-
<b>Financial liabilities</b>									
Trade and other payables	35,435	-	-	-	-	-	-	-	-
Borrowings	81,713	-	-	-	-	-	-	-	-
Other liabilities <sup>#3</sup>	1,375	-	-	-	-	-	-	-	-
<b>Total (decrease)/ Increase</b>		(3,862)	(3,862)	3,862	3,862	(28,536)	(28,536)	28,536	28,536

	Carrying Amount	Interest rate risk				Price risk			
		-1%		+1%		-10%		+10%	
		Result	Equity	Result	Equity	Result	Equity	Result	Equity
31 December 2018	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>									
Cash and cash equivalents <sup>#1</sup>	373,841	(3,720)	(3,720)	3,720	3,720	-	-	-	-
Other financial assets <sup>#2</sup>	250,324	-	-	-	-	(23,546)	(23,546)	23,546	23,546
Receivables	27,802	-	-	-	-	-	-	-	-
<b>Financial liabilities</b>									
Trade and other payables	37,616	-	-	-	-	-	-	-	-
Borrowings	92,988	-	-	-	-	-	-	-	-
Other liabilities <sup>#3</sup>	1,464	-	-	-	-	-	-	-	-
<b>Total (decrease)/ Increase</b>		(3,720)	(3,720)	3,720	3,720	(23,546)	(23,546)	23,546	23,546

#1 Within cash and cash equivalents, \$0.2 million (2018: \$1.8 million) has no interest rate risk exposure.

#2 Within other financial assets, \$14.8 million (2018: \$15.1 million) has no price risk exposure.

#3 Within other liabilities, \$39.8 million (2018: \$34.4 million) is not considered to be a financial liability.



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 17. Financial risk management (continued)

#### (b) Credit risk

The risk to the University that one party of a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss is considered minimal. Credit risk arises from cash and cash equivalents, deposits and managed funds with financial institutions, as well as credit exposures to students and customers, including outstanding receivables and committed transactions.

Griffith University is a statutory authority with category 3 investment power which is the broadest category of investment powers under the *Statutory Bodies Financial Arrangements Act 1982* (Qld).

Where the University is supplying goods or services to customers, the University's policy is for the relevant department to assess the credit quality of the customer, taking into account its financial position, past experience and other factors. Where a customer fails a credit check and the University department determines that other research or relationship factors override the financial risk, any bad debt risk is borne by that department.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The credit risk on financial assets of the University, which have been recognised on the Statement of Financial Position, other than investments in shares, is generally the carrying amount, net of any allowances for impairment.

Credit risk is managed by the individual groups within the University who are able to obtain a credit information request on a potential client if the risk signifies such action is required.

The carrying amount of financial assets disclosed at note 25 Fair value measurements represents the University's maximum exposure to credit risk.

Ageing of past due but not impaired as well as impaired financial assets have not been disclosed based on immaterial balances and historically low levels of write-offs.

#### (c) Liquidity risk

Liquidity risk lies in the ability of the University to meet cash flow obligations as and when they fall due.

The University manages this risk by the use of policies and procedures which enable efficient cash management. The University also has well established budgeting processes and tools which detail expected future cash outlays and the ability of the University to meet future commitments.

The aim of the University's investment policy is to maximise the investment return on available funds for an agreed level of risk in order to support the purpose and mission of the University, provide funds and capital growth to support the University's short-term commitments and growth objectives, and support a reasonable level of funding stability from year to year.

The table below details the University's liquidity risk in relation to loans at 31 December 2019.

Source of loan	Original loan \$'000	Year loan drawn down	Expected remaining loan term	Loan balance \$'000
QTC	66,093	2014	5 years	35,540
QTC	10,000	2014	15 years	8,132
QTC	40,000	2015	6 years	24,864
QTC	15,500	2015	16 years	13,177
<b>Total balance of loans</b>				<b>81,713</b>

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 17. Financial risk management (continued)

#### (c) Liquidity risk (continued)

The following tables summarise the maturity of the University's financial assets and financial liabilities:

31 December 2019	Average interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non interest \$'000	Total \$'000
<b>Financial assets</b>							
Cash on hand and at bank	1.62%	10,032	-	-	-	937	10,969
Cash deposits at call	2.10%	375,380	-	-	-	-	375,380
Receivables	-	-	-	-	-	24,814	24,814
Contract assets	-	-	-	-	-	12,720	12,720
Other financial assets	-	-	-	-	-	300,180	300,180
<b>Total financial assets</b>		<b>385,412</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>338,651</b>	<b>724,063</b>
<b>Financial liabilities</b>							
Payables	-	-	-	-	-	35,435	35,435
Borrowings	3.63%	-	14,358	57,432	22,863	-	94,653
Other financial liabilities	-	-	-	-	-	1,375	1,375
<b>Total financial liabilities</b>		<b>-</b>	<b>14,358</b>	<b>57,432</b>	<b>22,863</b>	<b>36,810</b>	<b>131,463</b>

31 December 2018	Average interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non interest \$'000	Total \$'000
<b>Financial assets</b>							
Cash on hand and at bank	1.95%	13,880	-	-	-	6,875	20,755
Cash deposits at call	2.48%	353,086	-	-	-	-	353,086
Receivables	-	-	-	-	-	27,802	27,802
Other financial assets	-	-	-	-	-	250,324	250,324
<b>Total financial assets</b>		<b>366,966</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>285,001</b>	<b>651,967</b>
<b>Financial liabilities</b>							
Payables	-	-	-	-	-	37,616	37,616
Borrowings	3.62%	-	14,358	57,432	37,221	-	109,011
Other financial liabilities	-	-	-	-	-	1,464	1,464
<b>Total financial liabilities</b>		<b>-</b>	<b>14,358</b>	<b>57,432</b>	<b>37,221</b>	<b>39,080</b>	<b>148,091</b>

# Financial statements

*for the year ended 31 December 2019*

## Notes to the financial statements for the financial year ended 31 December 2019

### 18. Key management personnel disclosures

#### (a) Names of responsible persons and executive officers

##### Responsible persons

The following persons were Council members during the financial year 2019:

Chancellor	Mr Henry Smerdon AM
Deputy Chancellor	Ms Rachel Hunter
Pro Chancellor	Ms Rhonda White AO
Vice Chancellor and President	Professor Carolyn Evans* (commenced 4 February 2019)
Members appointed by the Governor-in-Council	Mr Clinton Dines Ms Amelia Evans The Honourable Andrew Fraser Ms Rachel Hunter Ms Olivia Loadwick Ms Ann Robilotta-Glenister OAM Ms Rhonda White AO
Elected academic staff	Professor Liz Jones* Professor Gary Rogers*
Elected student members	Mr Vincent Tawiah* (concluded term on 27 October 2019) Mr Ryan Kungl (concluded term on 27 October 2019) Mr Srinath Chithravelu Poochan (commenced 28 October 2019) Mr Liam Baker (commenced 28 October 2019)
Elected general staff	Dr Naveen Sharma*
Council appointed members	Dr Robert Anderson OAM (concluded term on 31 December 2019) Ms Sandra Anderson (concluded term on 31 December 2019) The Honourable Rob Borbidge AO Mr Craig Bassingthwaite

\*Council members who also serve as staff members.

##### Executive officers

The following persons had responsibility for planning, directing and controlling the activities of the University during the year:

Vice Chancellor and President	Professor Carolyn Evans (commenced 4 February 2019)
Senior Deputy Vice Chancellor	Professor Neville Pankhurst (retired 5 September 2019)
Senior Deputy Vice Chancellor	Professor Debra Henly (appointed 11 May 2019)
Deputy Vice Chancellor (Engagement)	Professor Martin Betts
Deputy Vice Chancellor (Research) - Acting	Professor Andrea Bishop (appointed 13 May 2019)
Vice President (Corporate Services)	Mr Peter Bryant

# Financial statements

*for the year ended 31 December 2019*

## Notes to the financial statements for the financial year ended 31 December 2019

### 18. Key management personnel disclosures (continued)

#### (b) Remuneration of council members and executives

Other than the Chancellor, Council members are not remunerated for their services as Council members. Staff members who serve as Council members are remunerated only for their substantive role within the University. They are not remunerated for their role as Council members. The remuneration of Council members appears in the table below except for the Vice Chancellor and President whose remuneration is included in the remuneration of executive officers.

	2019 Number	2018 Number
<b>Remuneration of council members</b>		
\$0 to \$14,999	14	12
\$15,000 to \$29,999	1	-
\$30,000 to \$44,999	-	1
\$45,000 to \$59,999	1	-
\$60,000 to \$74,999	-	1
\$150,000 to \$164,999	1	1
\$165,000 to \$179,999	-	1
\$210,000 to \$224,999	1	-
\$270,000 to \$284,999	-	1
\$285,000 to \$299,999	1	-
<b>Remuneration of executive officers</b>		
\$315,000 to \$329,999	2	-
\$550,000 to \$564,999	-	2
\$565,000 to \$579,999	-	1
\$580,000 to \$594,999	1	-
\$610,000 to \$624,999	2	-
\$670,000 to \$685,999	-	1
\$850,000 to \$864,999	1	-
\$1,060,000 to \$1,074,999	-	1

Remuneration paid or payable to Council members and executives in connection with the management of the University's affairs was \$4,069,316 for 2019 (2018: \$4,137,495).

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 18. Key management personnel disclosures (continued)

#### (c) Key executive management personnel disclosures

The following persons have responsibility for planning, directing and controlling the activities of the University during the year.

Position	Responsibilities	Incumbents	
		Contract classification and appointment authority	Date appointed to position
Vice Chancellor and President	The Vice Chancellor and President is the Chief Executive Officer of the University and is responsible to the Council of the University. The position is responsible for articulating a clear strategic direction for the University, providing academic and administrative leadership, maintaining a focus on quality, engendering a collegial community amongst staff and students, fostering effective relationships with stakeholders and ensuring sound financial management and stewardship of resources.	VC - Council	4 February 2019
Senior Deputy Vice Chancellor	The Senior Deputy Vice Chancellor provides strategic leadership to the University. The position is responsible for academic planning, learning and teaching, students, academic staffing, and academic policies relevant to the above matters.	SDVC - Council	11 May 2019
Deputy Vice Chancellor (Research)	The Deputy Vice Chancellor (Research) is responsible for the overall strategic leadership and management of the University's research portfolio including research commercialisation and the Higher Degree Research (HDR) candidate cohort, as well as providing visionary leadership in stewarding the University towards fully achieving its research potential.	DVC (R) - Council	13 May 2019
Deputy Vice Chancellor (Engagement)	The Deputy Vice Chancellor (Engagement) provides strategic leadership in: the external representation of the University and its development and advancement agenda; domestic student recruitment for undergraduate and postgraduate coursework programs; student and staff equity policy development and programs and the University's development and alumni, marketing and communications activities and functions. The Deputy Vice Chancellor (Engagement) is also Head of Nathan and South Bank Campuses.	DVC (E) - Council	10 February 2014
Vice President (Corporate Services)	The Vice President (Corporate Services) provides strategic leadership of the corporate and administrative services that underpin the successful operation of the University and for advising the Vice Chancellor and President on policy, strategy and tactics to support and enhance the University's mission.	VP (CS) - Council	13 November 2017

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>18. Key management personnel disclosures (continued)</b>		
<b>(d) Key executive management personnel remuneration expenses</b>		
Short term employee benefits:		
Monetary expenses	2,770	2,952
Non-monetary benefits	69	78
Long term employee expenses	88	106
Post employment expenses	407	289
<b>Total expenses</b>	<b>3,334</b>	<b>3,425</b>

Remuneration expenses for key executive management personnel comprise the following components:

- Short term employee expenses which include:
  - monetary expenses – consisting of salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position.
  - non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.
- Performance bonuses are not paid under the contracts in place.

### (e) Loans to key management personnel

There were no loans to key management personnel during the financial year (2018: none).

### (f) Other transactions with key management personnel

There were no other transactions with key management personnel during the financial year (2018: none).



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

	2019 \$'000	2018 \$'000
<b>19. Remuneration of auditors</b>		
<b>Audit of the Financial Statements</b>		
Fees paid to Queensland Audit Office	225	215
<b>Total</b>	<b>225</b>	<b>215</b>

## 20. Contingencies

### Contingent assets

The University has a number of outstanding insurance claims, which are currently being assessed by the University's insurers. The University believes that it would be misleading to estimate the final amounts recoverable, if any, in respect of the outstanding claims as at 31 December 2019.

### Contingent liabilities

Management is not aware of any contingent liabilities existing at balance date.

## 21. Commitments

### (a) Capital commitments

Capital expenditure contracted for at the reporting date but not recognised as liabilities is as follows:

<i>Property, plant and equipment</i>		
Within one year	9,516	45,786
Between one and five years	399	-
Later than five years	-	-
<b>Total property, plant and equipment commitments</b>	<b>9,915</b>	<b>45,786</b>

### (b) Other expenditure commitments

Commitments for expenditure in existence at the reporting date but not recognised as liabilities, payable:

Within one year	49,768	54,566
Later than one year but not later than five years	964	3,600
Later than five years	-	-
<b>Total other expenditure commitments</b>	<b>50,732</b>	<b>58,166</b>

## 22. Events occurring after the reporting period

The recent COVID-19 outbreak and subsequent travel restrictions from mainland China will impact income in 2020. At the date of signing the financial statements, given the evolving circumstances the total impact cannot be reliably estimated. However, management consider the University to have sufficient reserves to mitigate the potential impact.

This is considered a non-adjusting event for financial reporting and disclosure purposes. No further issues have been identified.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 23. Reconciliation of net result after income tax to net cash provided by operating activities

	2019 \$'000	2018 \$'000
Net result for the period	52,775	37,656
Depreciation and amortisation	66,045	66,215
Net loss on disposal of non-current assets	32	147
Net foreign exchange differences	(285)	(871)
Fair value losses / (gains) on other financial assets at fair value through profit or loss	(24,823)	14,523
Opening retained earnings adjustment	(47,752)	-
Share of loss of associates and joint venture partnership not received as dividends and distributions	268	268
Donated art	(336)	(103)
Decrease/(Increase) in receivables	4,174	(547)
(Increase) in contract assets	(12,720)	-
Decrease in inventories	73	330
(Increase) in other financial assets	(8,875)	(886)
(Increase) in other non-financial assets	(9,093)	(3,218)
Increase in other liabilities	5,326	5,698
Increase/(Decrease) in payables	99	(3,973)
Increase in contract liabilities	60,482	-
Increase in allowances for employee entitlements	5,888	5,140
(Decrease) in allowance for impairment	(1,186)	(347)
<b>Net cash provided by operating activities</b>	<b>90,092</b>	<b>120,032</b>

### 24. Service concession arrangements

In 2006, Griffith University entered into a Student Accommodation Agreement with Campus Living Accommodation Company Limited to build and operate student accommodation at its cost on University land leased to Campus Living Funds Management Limited. The purpose of this arrangement was to facilitate the provision of student accommodation on the Gold Coast campus without any investment or financial operating risk to the University. The University has priority rights for its students to occupy the accommodation but has no obligation to guarantee any level of usage.

The expiry date of both the Student Accommodation Agreement and the land lease is 31 December 2042.

The student accommodation will transfer to University ownership at the end of the lease period at no cost to the University.

The asset's current fair value is \$35.6 million (2018: \$35.6 million) (valuation by JLL effective 30 September 2019). Management believe this current fair value is the most reliable measurement of cost rather than an estimate of the value at the end of the arrangement, being 31 December 2042. The asset has not been recognised in these financial statements as it does not meet the criteria of being under control of the University.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 25. Fair value measurements

#### (a) Fair value measurements

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Due to the short-term nature of the current receivables, the carrying value approximates their fair value and based on credit history it is expected that the receivables that are neither past due nor impaired will be received when due.

The carrying amounts and aggregate fair values of financial assets and liabilities at balance date are:

	Carrying amount		Fair value	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>				
Cash and cash equivalents	386,349	373,841	386,349	373,841
Receivables	24,814	27,802	24,814	27,802
Contract assets	12,720	-	12,720	-
Other financial assets	300,180	250,324	300,180	250,324
Total financial assets	724,063	651,967	724,063	651,967
<b>Financial liabilities</b>				
Payables	35,435	37,616	35,434	37,616
Borrowings	81,713	92,988	87,802	96,217
Total financial liabilities	117,148	130,604	123,236	133,833

The University measures and recognises the following assets at fair value on a recurring basis:

- Financial assets at fair value through profit and loss
- Financial assets at fair value through other comprehensive income
- Land and buildings, Infrastructure, Artworks and Library assets through other comprehensive income

The University does not measure and recognise any liabilities at fair value on a recurring basis.

#### (b) Fair value hierarchy

The University categorises assets and liabilities measured at fair value into a hierarchy based on the level of inputs used in measurement, as follows:

Level 1	Quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Inputs other than quoted prices within level 1 that are observable for the asset or liability either directly or indirectly
Level 3	Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

#### (i) Recognised fair value measurements

Fair value measurements recognised in the Statement of Financial Position are categorised into the following levels at 31 December 2019.

#### Fair value measurements at 31 December 2019

Recurring fair value measurements	Notes	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Financial assets</b>					
Financial assets at fair value through profit & loss	8	244,978	244,978	-	-
Financial assets at fair value through other comprehensive income	8	48,085	310	-	47,775
Investments accounted for using the equity method	8	7,117	-	-	7,117
Total financial assets		300,180	245,288	-	54,892
<b>Non-financial assets</b>					
Infrastructure	9	101,909	-	-	101,909
Land and buildings	9	1,566,447	-	-	1,566,447
Artworks and library assets	9	11,296	-	-	11,296
Total non-financial assets		1,679,652	-	-	1,679,652

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 25. Fair value measurements (continued)

#### (b) Fair value hierarchy (continued)

##### (i) Recognised fair value measurements (continued)

#### Fair value measurements at 31 December 2018

Recurring fair value measurements	Notes	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
<b>Financial assets</b>					
Financial assets at fair value through profit & loss	8	211,302	211,302	-	-
Other financial assets at fair value through other comprehensive income	8	31,637	1,237	-	30,400
Investments accounted for using the equity method	8	7,385	-	-	7,385
Total financial assets		250,324	212,539	-	37,785
<b>Non-financial assets</b>					
Infrastructure	9	101,594	-	-	101,594
Land and buildings	9	1,492,376	-	-	1,492,376
Artworks and library assets	9	10,993	-	-	10,993
Total non-financial assets		1,604,963	-	-	1,604,963

The University's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

There were no transfers between levels 1 and 2 for recurring fair value measurements during the year.

##### (ii) Disclosed fair values

The University has a limited number of assets and liabilities which are not measured at fair value, but for which the fair values are disclosed in the notes.

The fair value of assets or liabilities traded in active markets (such as publicly traded derivatives, and trading securities) is based on quoted market prices for identical assets or liabilities at the balance sheet date (level 1). This is the most representative of fair value in the circumstances.

The carrying value less impairment allowance of trade receivables and payables is a reasonable approximation of their fair values due to the short-term nature of trade receivables and payables. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the University for similar financial instruments (level 3).

The fair value of non-current borrowings disclosed in (a) is estimated by discounting the future contractual cash flows at the current market interest rates that are available to the University for similar financial instruments. For the period ended 31 December 2019, the borrowing rates were determined to be between 3.28% and 3.97% depending on the type of borrowing (2018: between 3.28% and 3.97%). The fair value of current borrowings approximates the carrying amount, as the impact of discounting is not significant (level 2).

Derivative contracts classified as held for trading are adjusted to fair value by comparing the contracted rate to the current market rate for a contract with the same remaining period to maturity.

#### (c) Valuation techniques used to derive level 2 and level 3 fair values

##### (i) Recurring fair value measurements

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 25. Fair value measurements (continued)

#### (c) Valuation techniques used to derive level 2 and level 3 fair values (continued)

##### (i) Recurring fair value measurements (continued)

Land, buildings and infrastructure (classified as property, plant and equipment) are valued independently on a comprehensive basis every three years, with desktop valuations undertaken in the intervening years. At the end of each reporting period, the University updates its assessment of the fair value of each property, taking into account the most recent independent valuations. The University determines the property's value within a range of reasonable fair value estimates.

The best evidence of fair value in current prices is an active market for similar properties. Where such information is not available the University considers information from a variety of sources, including:

- current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences
- discounted cash flow projections based on reliable estimates of future cash flows
- capitalised income projections based on a property's estimated net market income, and a capitalisation rate derived from an analysis of market evidence

All resulting fair value estimates for properties are included in level 3. Sale prices of comparable land in close proximity are adjusted for differences in key attributes such as property size and zoning differences. The most significant input into this valuation approach is price per square metre.

Land types that are commonly traded in the property market would be considered to have level 2 valuation inputs, but due to the characteristics of the University's land assets the valuers have assigned level 3 valuation inputs. Most of the land parcels are exceptionally large and would be considered an anomaly in the general market place.

There are no directly comparable sales of land parcels of this size or development potential, which is highly subjective and could fall within a large range of uses and densities. These were subsequently valued at the level 3 valuation input hierarchy by using the professional judgement of a registered valuer who adjusted the price per square metre of sales from sites not in close proximity which provided only a low level of comparability.

Specialised buildings were valued using the current replacement cost approach using professionally qualified registered valuers. The approach estimated the replacement cost for each building by its individual components with different useful lives and taking into account a range of factors. While the unit rates based on square metres could be supported from market evidence (level 2) other inputs (such as estimates of useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such these assets were classified as having been valued using level 3 valuation inputs.

All road and water network infrastructure assets were valued using level 3 valuation inputs using the current replacement cost approach.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at level 2, given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would be valued at level 3, management have adopted a policy that all road and water network infrastructure assets are valued at level 3.

##### (ii) Non-recurring fair value measurements

The University did not measure any financial assets at fair value on a non-recurring basis as at the end of the reporting period.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 25. Fair value measurements (continued)

#### (d) Fair value measurements using significant unobservable inputs (level 3)

The following table is a reconciliation of level 3 items for the periods ended 31 December 2019 and 2018.

	Unlisted equity securities \$'000	Buildings \$'000	Land \$'000	Infrastructure \$'000	Artworks and Library \$'000	Total \$'000
<b>Level 3 fair value measurements 2019</b>						
Opening balance	37,785	1,241,776	250,600	101,594	10,993	1,642,748
Acquisitions	-	70,983	-	2,459	380	73,822
Depreciation	-	(39,387)	-	(3,790)	-	(43,177)
Disposals	-	-	-	-	-	-
Total (losses)	(268)	-	-	-	-	(268)
Recognised in Statement of Comprehensive Income	-	-	-	-	-	-
Recognised in other comprehensive income	17,374	36,234	6,241	1,646	(77)	61,418
Closing balance	54,891	1,309,606	256,841	101,909	11,296	1,734,543
<b>Level 3 fair value measurements 2018</b>						
Opening balance	32,839	1,218,581	237,890	68,753	10,625	1,568,688
Acquisitions	-	30,939	-	23,511	160	54,610
Depreciation	-	(39,209)	-	(3,080)	-	(42,289)
Disposals	-	-	-	-	-	-
Total (losses)	(268)	-	-	-	-	(268)
Recognised in Statement of Comprehensive Income	-	-	-	-	-	-
Recognised in other comprehensive income	5,214	31,465	12,710	12,410	208	62,007
Closing balance	37,785	1,241,776	250,600	101,594	10,993	1,642,748



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 25. Fair value measurements (continued)

#### (d) Fair value measurements using significant unobservable inputs (level 3) (continued)

##### (i) Valuation inputs and relationships to fair value

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements. See (c) for the valuation techniques adopted.

Description	Fair value at 31 December 2019 \$'000	Unobservable inputs*	Range of inputs (probability weighted average)		Relationship of unobservable inputs to fair value	
			Lower	Upper	Lower \$'000	Upper \$'000
Buildings	1,309,606	Replacement cost rate Asset condition	(2.50)%	2.50%	(32,740)	32,740
Land	256,841	Price per square metre	(2.50)%	2.50%	(6,421)	6,421
Infrastructure	101,909	Unit cost rate Asset condition	(2.50)%	2.50%	(2,548)	2,548

\* There were no significant inter-relationships between unobservable inputs that materially affect fair value.

##### (ii) Valuation processes

The University engages external, independent and qualified valuers to determine the fair value of the University's land, buildings and infrastructure on a regular basis. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. If any variation is considered material a revaluation is undertaken either by comprehensive revaluation or by applying an interim revaluation using appropriate indices.

The main level 3 inputs used are derived and evaluated as follows:

Cost for land restricted in use (non-saleable) – estimated cost to replace the existing land if the University had to acquire it on the open market in competition with other market participants. Due to the restricted nature and unique characteristics of this land there was insufficient market evidence of directly comparable sales. Reference was made to sales of land with a limited level of comparability at distant locations and adjusted by the valuer using professional judgement to take account of the differing characteristics. These were evaluated for reasonableness against the price per square metre for other restricted in use land held by the University.

Replacement cost rate – given the specialised nature of the assets and limited market based evidence of value, current replacement cost approach has been adopted to estimate the fair value of buildings. The replacement cost involves estimating a price per square metre replacement cost. This replacement cost rate is determined having regard to recent construction data, consideration of building size, material, type, and structure to derive the unit rate, and Rawlinson's cost data and cost indices for different regions in Queensland. The Rawlinson's cost data selected is then subject to review by engineers and valuers taking into account site specifics.

Unit cost rate – Unit rates are developed by summing each component which goes into producing a unit (be it metres, square metres, tonnes, etc.) of an infrastructure asset. The major components of any asset are the raw materials, plant, labour and intangible overheads. The raw cost of material, as well as plant and labour hire rates, are established either through communicating directly with suppliers and obtaining quoted prices, by using cost guides such as the Rawlinsons' Construction Handbook and through reviewing prices supplied by the University.

Asset condition – asset condition assessments are used in estimating the remaining useful lives of buildings and infrastructure. Where the condition was able to be determined from the valuer's inspection, or where detailed condition reports have been prepared, the remaining life is dependent on the recorded condition, using a sliding scale. Where detailed condition is not available but the age of the asset is known, the remaining life is estimated using the current age of the assets, adjusted for obsolescence after visual inspection. Where neither the condition nor the age are known, assumptions are made as to the age and condition of the assets in collaboration with the University, in order to obtain a current replacement cost which reasonably reflects the value of the asset.

The nature of road and water network infrastructure is that there is a very large number of assets which comprise the network and as a result it is not considered reasonable and cost effective to inspect every asset for the purposes of completing a valuation. As a consequence reliance is placed on the accuracy of data held in the asset management system and its associated internal controls. This includes regular planned inspections and updates to the system following maintenance activities and renewal treatments. Likewise, especially for water network infrastructure, a large portion of the portfolio is located underground and may only be inspected on an irregular basis.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 26. Related parties

#### (a) Parent entities

The ultimate parent entity within the Group is Griffith University, an entity constituted under the *Griffith University Act 1998 (QLD)*

#### (b) Subsidiaries

Interests in subsidiaries are set out below:

Name of Entity	Country of Incorporation	2019	2018
		%	%
International Water Centre Pty Ltd	Australia	100	100
Griffith Innovation Centre Ltd	Australia	100	100

#### (c) Key management personnel

Disclosures relating to directors and specified executives are set out in note 18

#### (d) Transactions with related parties

	2019	2018
	\$'000	\$'000
<b>Revenue</b>		
Sale of goods and services	352	93
Scholarships provided by subsidiary	150	45
	<b>502</b>	<b>138</b>
<b>Expenditure</b>		
Grants and funding	(397)	(411)
Tuition fees collected for subsidiary	(957)	(615)
	<b>(1,354)</b>	<b>(1,026)</b>

The transactions with the above related party, International Water Centre Pty Ltd, were conducted as arm's length arrangements and within standard commercial terms.

#### (e) Transactions with related parties of key management personnel

Transactions with entities related to key management personnel occur on terms and conditions which are no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non-related entities on an arm's length basis.

# Financial statements

for the year ended 31 December 2019

Notes to the financial statements for the financial year ended 31 December 2019

## 27. Acquittal of Australian Government financial assistance

### 27.1 Education – CGS and other Education grants

	Commonwealth Grant Scheme <sup>#1</sup>		Indigenous Student Success Program		Australian Maths and Science Partnership Program		Higher Education Participation and Partnership Program	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the program)	281,209	285,466	3,480	3,177	-	-	4,927	5,104
Net adjustments	(1,386)	(3,926)	-	-	-	-	-	-
Revenue and income for the period	279,823	281,540	3,480	3,177	-	-	4,927	5,104
Surplus from the previous year	-	-	204	272	-	223	35	79
Total revenue and income including accrued revenue	279,823	281,540	3,684	3,449	-	223	4,962	5,183
Less expenses including accrued expenses	279,823	281,540	3,470	3,245	-	223	4,715	5,148
Surplus for reporting period	-	-	214	204	-	-	247	35

#1 Includes the basic CGS grant amount, CGS-Regional loading, CGS-Enabling Loading, CGS – Medical student Loading, and CGS – Special Advances from Future Years.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 27. Acquittal of Australian Government financial assistance (continued)

#### 27.1 Education – CGS and other Education grants (continued)

	Disability Performance Funding <sup>#2</sup>		Promotion of Excellence in Learning and Teaching		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the programs)	527	260	-	-	290,143	294,007
Net adjustments	-	-	-	-	(1,386)	(3,926)
Revenue and income for the period	527	260	-	-	288,757	290,081
(Deficit)/surplus from the previous year	(504)	(267)	254	469	(11)	776
Total revenue and income including accrued revenue	23	(7)	254	469	288,746	290,857
Less expenses including accrued expenses	634	497	64	215	288,706	290,868
(Deficit)/surplus for reporting period	(611)	(504)	190	254	40	(11)

#2 Disability Performance Funding includes Additional Support for Students with Disabilities and Australia Disability Clearinghouse on Education and Training.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 27. Acquittal of Australian Government financial assistance (continued)

#### 27.2 Higher Education Loan Programs (excl OS-HELP)

	HECS-HELP (Australian Government payments only)		FEE-HELP		SA-HELP		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Cash payable at beginning of year	(1,568)	(4,135)	539	(887)	204	12	(825)	(5,010)
Financial assistance received in cash during the reporting period	209,621	203,274	34,543	34,605	4,911	4,948	249,075	242,827
Cash available-for-period	208,053	199,139	35,082	33,718	5,115	4,960	248,250	237,817
Revenue and income earned <sup>#3</sup>	202,407	200,707	34,597	33,179	4,824	4,756	241,828	238,642
Cash (receivable) / payable at end of year	5,646	(1,568)	485	539	291	204	6,422	(825)

#3 The 2019 amounts exclude the cumulative effect of initially applying AASB15 as an adjustment to the opening balance of retained earnings: HECS-HELP of \$7.2 million, FEE-HELP of \$0.6 million and SA-HELP of \$0.1 million.

# Financial statements

for the year ended 31 December 2019

Notes to the financial statements for the financial year ended 31 December 2019

## 27. Acquittal of Australian Government financial assistance (continued)

### 27.3 Department of Education and Training Research<sup>#4</sup>

	Research Training Program		Research Support Program		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the program)	23,906	23,184	17,194	17,315	41,100	40,499
Net adjustments	-	-	-	-	-	-
Revenue for the period	23,906	23,184	17,194	17,315	41,100	40,499
Surplus from the previous year	524	855	379	715	903	1,570
Total revenue including accrued revenue	24,430	24,039	17,573	18,030	42,003	42,069
Less expenses including accrued expenses	24,370	23,515	17,434	17,651	41,804	41,166
Surplus for reporting period	60	524	139	379	199	903

#4 The reported surpluses for Research Training Program of \$0.1 million and Research Support Program of \$0.1 million for 2019 are expected to be rolled over for future use by the University.



# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 27. Acquittal of Australian Government financial assistance (continued)

#### 27.4 Total Higher Education Provider Research Training Program expenditure<sup>#5</sup>

	Total domestic students \$'000	Total overseas students \$'000
Research Training Program Fees offsets	15,061	1,303
Research Training Program Stipends	7,361	536
Research Training Program Allowances	2	107
<b>Total for all types of support</b>	<b>22,424</b>	<b>1,946</b>

#5 Please refer to the Commonwealth Scholarship Guidelines for expenditure definitions for the Research Training Program.

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 27. Acquittal of Australian Government financial assistance (continued)

#### 27.5 Australian Research Council Grants

	Discovery		Linkages		Total	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Financial assistance received in cash during the reporting period (total cash received from the Australian Government for the program)	9,872	10,285	3,245	3,401	13,117	13,686
Net adjustments	763	-	(13)	-	750	-
Revenue for the period	10,635	10,285	3,232	3,401	13,867	13,686
Surplus from the previous year	5,907	6,262	1,998	2,208	7,905	8,470
Total revenue including accrued revenue	16,542	16,547	5,230	5,609	21,772	22,156
Less expenses including accrued expenses	10,130	10,640	2,669	3,611	12,799	14,251
Surplus for reporting period	6,412	5,907	2,561	1,998	8,973	7,905

# Financial statements

for the year ended 31 December 2019

## Notes to the financial statements for the financial year ended 31 December 2019

### 27. Acquittal of Australian Government financial assistance (continued)

#### 27.6 OS-HELP

	2019 \$'000	2018 \$'000
Cash received during the reporting period	4,474	4,085
Cash spent during the reporting period	(4,386)	(4,366)
Net cash received	88	(281)
Cash surplus from the previous period	1,698	1,979
Cash surplus for reporting period	1,786	1,698

#### 27.7 Student Services and Amenities Fee

Notes

	2019 \$'000	2018 \$'000
Unspent revenue from previous period	149	(273)
SA-HELP Revenue Earned <sup>#6</sup>	4,824	4,756
Student Services and Amenities Fees direct from Students	3,468	3,351
Total revenue expendable in period	8,441	7,834
Student Services expenses during period	7,686	7,685
Unspent / (overspent) Student Services Revenue	755	149

#6 The 2019 amount excludes the cumulative effect of initially applying AASB15 as an adjustment to the opening balance of retained earnings for SA-HELP of \$0.1 million.

# Financial statements

for the year ended 31 December 2019

## GRIFFITH UNIVERSITY CERTIFICATE

- (a) These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:
- (i) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
  - (ii) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Griffith University for the financial year ended 31 December 2019 and of the financial position of the University at the end of that year; and
  - (iii) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.
- (b) The financial statements conform with the Financial Statement Guidelines for Higher Education Providers for the 2019 Reporting Period issued by the Department of Education and we certify that in our opinion:
- (i) the amount of Australian Government financial assistance expended during the year was for the purposes for which it was intended and Griffith University has complied with applicable legislation, contracts, agreements and program guidelines in making expenditure; and
  - (ii) Griffith University charged Student Services and Amenities Fees strictly in accordance with the *Higher Education Support Act 2003* and the Administration Guidelines made under the Act. Revenue from the fee was spent strictly in accordance with the Act and only on services and amenities specified in subsection 19-38(4) of the Act.



HENRY SMERDON, AM  
Chancellor



CAROLYN EVANS  
Vice Chancellor and President



MICHELLE CLARKE  
Chief Financial Officer

21 February 2020

# Financial statements

for the year ended 31 December 2019

## INDEPENDENT AUDITOR'S REPORT

To the Council of Griffith University

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Griffith University.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 31 December 2019, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019*, the *Australian Charities and Not-for-profits Commission Act 2012*, the *Australian Charities and Not-for-profits Commission Regulation 2013* and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 31 December 2019, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the certificate given by the Chancellor, Vice-Chancellor and President, and Chief Financial Officer.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

# Financial statements

for the year ended 31 December 2019

## Specialised buildings (\$1.3 billion) – Note 9

Key audit matter	How my audit addressed the key audit matter
<p>Specialised buildings were material to Griffith University at balance date and were measured at fair value using the current replacement cost method. The University performs comprehensive revaluation of all of its buildings every three years, or whenever a material variation is expected to have occurred, with desktop valuations conducted in the intervening period. A comprehensive valuation was conducted in 2018 by a valuation specialist with indexation applied for 2019 balances.</p> <p>The current replacement cost method comprises:</p> <ul style="list-style-type: none"> <li>gross replacement cost, less</li> <li>accumulated depreciation.</li> </ul> <p>The University derived the gross replacement cost of its buildings at balance date through using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> <li>identifying the components of buildings with separately identifiable replacement costs</li> <li>developing a unit rate for each of these components, including: <ul style="list-style-type: none"> <li>estimating the current cost for a modern substitute (including locality factors and on-costs), expressed as a rate per unit (e.g. \$/square metre)</li> <li>identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so estimating the adjustment to the unit rate required to reflect this difference.</li> </ul> </li> </ul> <p>The measurement of accumulated depreciation involved significant judgements for forecasting the remaining useful lives of building components.</p> <p>The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My audit procedures included, but were not limited to:</p> <p>In a previous year when a comprehensive valuation was conducted:</p> <ul style="list-style-type: none"> <li>Assessing the competence, capability and objectivity of the valuation specialist</li> <li>Assessing the adequacy of management's review of the valuation process</li> <li>Obtaining an understanding of the methodology used and assessing the design, integrity and appropriateness using common industry practices</li> <li>On a sample basis, evaluating the relevance, completeness, and accuracy of source data used to derive unit rates for the: <ul style="list-style-type: none"> <li>Modern substitute</li> <li>Adjustment for excess quality or obsolescence.</li> </ul> </li> </ul> <p>In the current year when indexation was applied:</p> <ul style="list-style-type: none"> <li>Evaluating the reasonableness of the indices used against other publicly available information about movements in values for replacement costs of similar assets</li> <li>Assessing the ongoing reasonableness of the asset useful lives by: <ul style="list-style-type: none"> <li>Reviewing management's annual assessment of useful lives</li> <li>Assessing the appropriateness of useful lives where assets were disposed of prior to the end of their useful lives</li> <li>Reviewing assets with an inconsistent relationship between condition and remaining life</li> </ul> </li> <li>Performing reasonableness tests to confirm depreciation is calculated in accordance with the University's accounting policies and industry standards.</li> </ul>



# Financial statements

*for the year ended 31 December 2019*

## Other information

Other information comprises the information included in the Griffith University's annual report for the year ended 31 December 2019 but does not include the financial report and my auditor's report thereon.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## Responsibilities of the entity for the financial report

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019*, the *Australian Charities and Not-for-profits Commission Act 2012*, the *Australian Charities and Not-for-profits Commission Regulation 2013* and Australian Accounting Standards, and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Council is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

## Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

## Financial statements

*for the year ended 31 December 2019*

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the those charged with governance, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### Report on other legal and regulatory requirements

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 31 December 2019:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



24 February 2020

Michelle Reardon  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

# Appendix 1: Indicators and targets

## Student load

**Target:** To meet student load targets set in the planning process.

**Definition:** University student load (EFTSL) is projected via the University Budget process on a triennial basis and includes both domestic and international student enrolments.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	31,902	33,103	33,833	33,723	34,791	35,329	36,277	
Future targets								35,706

**Comments:** Student numbers during 2019 tracked higher than previous year's actuals with both commencing and continuing students driving increased enrolments. The Gold Coast campus continues to expand and remains the largest of the University campuses, with Online offerings experiencing the largest growth in percentage terms.

Most academic groups increased enrolments during the year, with international student demand improving, especially in Sciences and Health disciplines. Trimester 3 student load continued to grow, increasing by 18% in its third year of implementation.

## International student load

**Target:** To maintain international student load between 20% and 25% from a broad range of countries.

**Definition:** An international student is a student who is not an Australian citizen, a New Zealand citizen or the holder of a permanent visa.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	21%	20%	19%	19%	18%	18%	18%	
Future targets								20-25%

**Comments:** The university proportion of international student load remained at just below the lower range of the University target during 2019. Although most academic groups experienced an increase in overseas student enrolments, a commensurate rise in domestic load prevented any improvement in this indicator.

Within the academic groups, most increases were evident within IT and Engineering disciplines in the Sciences, with Human Services, Medical and Nursing programs also experiencing strong demand within the Health group. While China remains the primary source of overseas students (over 2,000 EFTSL), enrolments from India grew by almost 30% during 2019.

## Indicators and targets

### Bachelors degree retention

**Target:** By 2020, Griffith will exceed the national average for student retention.

**Definition:** The retention rate is the proportion of all commencing (both domestic and international) non-graduating bachelors degree students enrolled in year one (the base year) who re-enrol in any Griffith program in the following year. Therefore 2019 represents the 2018 non-graduate bachelor students returning in 2019.

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results	79.2%	78.1%	78.8%	77.5%	78.3%	77.1%	77.6%	
Future targets								81.6%
National average	82.4%	81.2%	80.9%	80.9%	81.6%	81.5%		

\* Data is preliminary only at time of publication.

**Comments:** Preliminary data indicates a 0.5 per cent increase in 2018 first year bachelor degree students re-enrolling into 2019. National data for 2019 is not yet available to determine performance by the sector as a whole.

The Academic Plan 2017-2020 includes a range of strategies to address student retention and success, including those that focus on providing greater flexibility of programs and allowing students more options to delay their choice of study.

### Student satisfaction

**Target:** To be ranked in the top quartile of universities for student satisfaction with the overall quality of their educational experience.

**Definition:** The percentage of students who rated the overall quality of their educational experience positively, based on the question 'Overall, how would you rate the quality of your entire educational experience this year?' in the Student Experience Survey (SES). First and later year students receive the SES.

Year	2014	2015	2016	2017	2018	2019	2020
Actual results			84.2%	77.3%	80.6%	82.1%	
2018 top quartile (target)							81.6%
National average			79.9%	78.5%	79.2%		

**Comments:** The Student Experience Survey (SES) forms part of the Quality Indicators for Learning and Teaching (QILT) suite of surveys, and is the largest survey of first and later year students across Australia. National data for 2019 is not yet available to determine whether the sector as a whole experienced a similar level of improvement.

All academic groups improved in this indicator in 2019, with Tourism, Hospitality, Personal Services, Sport and Recreation, as well as Pharmacy and Rehabilitation disciplines experiencing the highest student satisfaction ratings.

## Teaching quality

**Target:** To be ranked in the top quartile of universities for teaching quality.

**Definition:** The percentage of students who rated the quality of teaching they have experienced positively. This indicator is based on the average of a student's responses to 11 questions from the Student Experience Survey (SES). First and later year students receive the SES.

Year	2014	2015	2016	2017	2018	2019	2020
Actual results			84.7%	80.5%	82.3%	84.1%	
2018 top quartile (target)						83.4%	83.4%
National average			81.2%	80.1%	81.2%		

**Comments:** The Teaching Quality indicator reports on the average of student responses to a grouping of 11 questions administered through the SES. Similar to the Student Satisfaction indicator, the University again improved, maintaining performance above the most recently available national average.

Domestic students reported greater satisfaction with teaching than international students, and female students recorded slightly higher results than males for the 2019 year. Commencing student outcomes were 85.5%, higher than later year students (81.9%). Each of these results reflected those experienced in the previous year.

## Student experience of courses

**Target:** To increase the proportion of courses with Student Experience of Courses (SEC) mean satisfaction scores of 3.5 and above to more than 95% in all Academic Groups by 2020.

**Definition:** The SEC measure shows student satisfaction with the overall quality of the course taken. Satisfaction is deemed as a score of 4 or 5 in the 5-point Likert scale where 4 = agree, and 5 = strongly agree.

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results	86.0%	87.4%	88.0%	88.0%	86.0%	87.2%	86.9%	
Future targets							92.1%	95.1%

\* Data is preliminary only at time of publication and relates only to T1 and T2 outcomes.

**Comments:** Griffith delivers a standardised survey to students as part of its commitment to quality in Learning and Teaching. Feedback is drawn from a student's experience with courses (SEC) and is managed through an online system with all undergraduate and coursework postgraduate students invited to participate. The survey gives students the opportunity to provide valuable feedback, which can enhance course design and teaching practices.

Achieving an outcome of 95.1% in this indicator by 2020 represents an aspirational target and outlines the University's commitment to improving the student experience. 2019 Trimester 2 performance was slightly lower than Trimester 1, while Nathan was again the best performing of the major campuses during the year, recording a result of 90.5%.

# Indicators and targets

## Graduate employment

**Target:** To exceed the national average for full-time graduate employment by 2020.

**Definition:** Graduate employment is the proportion of all domestic bachelor graduates who reported in the Graduate Outcomes Survey that they were employed full-time four months after completing their program, as a percentage of those graduates who were available for full-time employment. The results in any given year pertain to student cohorts from the previous year. The 2019 results are based on students who graduated in 2018.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results				62.6%	65.7%	66.8%	64.6%	
Future targets								72.7%
National average				71.2%	72.2%	73.3%	72.6%	

**Comments:** The Graduate Outcomes Survey (GOS) is a national survey administered to graduates approximately four months after completion of their program. Griffith declined in this indicator in 2019, with a fall in employment rates experienced by the sector as a whole.

The most significant declines in employment outcomes were seen within Teacher education (-28%) and Architecture and Built Environment (-25%). Conversely, improvement was experienced in Engineering (+7 per cent) and Pharmacy (+7 per cent).

## Employer satisfaction of graduates

**Target:** To exceed the national average for employer satisfaction of graduates.

**Definition:** Graduate employment is the percentage of supervisors who reported overall satisfaction with their graduate in the Employer Satisfaction Survey. This is based on the number of employers who gave the response they were 'likely to consider' or 'very likely to consider' to the following question: 'Based on your experience with this graduate, how likely are you to consider hiring another graduate from the same course and institution, if you had a relevant vacancy?'

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results				84.7%	85.5%	82.1%	73.8%	
Future targets								84.9%
National average				84.3%	83.6%	84.8%		

\* 2019 data not available at time of publication

**Comments:** The Employer Satisfaction Survey (ESS) is the first national instrument that directly links the experiences of graduates to the views of their direct supervisors. The survey asks employed graduates who participated in the Graduate Outcomes Survey (GOS) to nominate the contact details of their supervisor who is then invited to complete the ESS.

The survey provides information about the quality of education provided at Australian institutions by asking supervisors to provide feedback about the generic skills, technical skills and work readiness of the graduate employed in their workplace. ESS response rates are smaller than those for the SES and GOS, but are large enough to provide comparisons nationally at the broad field of education and institution level. Employer responses totalled less than 150 for Griffith in 2019, which may have impacted survey outcomes. The most recent national data is not yet available to determine if the decline experienced reflected the performance of the sector as a whole.



## Flexibility of study

**Target:** By 2020, 70% of commencing undergraduate students will enter programs that offer courses in all three trimesters.

**Definition:** The proportion of commencing undergraduate students undertaking programs that have both first and second year course offerings in all three trimesters.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results					49.3%	56.4%	67.6%	
Future targets								70.0%

**Comments:** The introduction of trimesters has allowed Griffith to respond to student demand for greater flexibility in how and when they undertake their studies. Some students may wish to accelerate and graduate in the shortest possible time, but increasingly students need to balance work, study and family commitments. The opportunity to reduce study load each trimester, but still graduate within a reasonable time period, is attractive to many students.

67.6% of 2019 commencing students were given the flexibility of both first and second year course offerings in each of their three trimesters. Within the Griffith Business School, 100% of 2019 commencing undergraduates received these options. Flexible programs are more likely to improve student success, as students are better informed about degree choices, and more able to respond to changes in their personal circumstances by varying their study load.

## Research income

**Target:** To increase external research income by 7.5 per cent per annum.

**Definition:** External research income as reported in the annual Australian Government Higher Education Research Data Collection (HERDC).

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results \$'000	58,809	63,828	68,887	73,937	73,025	79,126	88,355	
Future targets \$'000						85,443	91,852	98,741

*Note: As HDR income no longer formed part of the HERDC collection from 2017 onwards, this income source has been removed from previous years' data.*

*\* 2019 data is preliminary only at time of publication.*

**Comments:** Category 3 income (Industry and Other Funds) increased by 40% during 2018, from \$18.9m in 2017 to \$26.5m in 2018. Category 1 income rose slightly, while funding from other Public Sector sources (Category 2) and CRCs (Category 4) declined. The large increase in Industry funding was sufficient to allow previous year performance to be exceeded, rising from \$73m to \$79m.

Griffith Sciences experienced the main increase in HERDC eligible income throughout the year, improving from \$26.1m in 2017 to \$31.3m in 2018. Each of the other academic groups experienced performance similar to 2017.

The 2019 HERDC collection will be finalised for government submission by 30 June 2020.

## Indicators and targets

### Publication points

**Target:** As a minimum, maintain the current level of University research output.

**Definition:** Research output is calculated as 'publication points'. From 2015 it was no longer a requirement for publication points to be collected and reported in the annual Australian Government Higher Education Research Data Collection (HERDC). HERDC specifications have been retained to collect and report within Griffith on research outputs from 2015 onwards.

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results	2,387	2,307	2,333	2,356	2,265	2,420		
Future targets						2,356	2,356	2,356

\* 2019 data not finalised at time of publication.

**Comments:** Research outputs no longer form part of Commonwealth Research Block Grant funding, however remain the base for every other aspect of research performance. Publication of research outputs, including creative works, allows evaluation of institutional and individual research performance, and provides the intellectual capital for the translation of outputs into outcomes. Outputs continue to be the keystone for the Excellence in Research for Australia (ERA) assessment. The university seeks to maintain an approximately constant level of research output at current values, with an emphasis on continual improvement in quality.

### Higher Degree by Research completions

**Target:** HDR completions to be maintained above 400 per year by 2020.

**Definition:** HDR completions are taken from the annual Higher Education Student Data Collection.

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results	199	230	244	354	356	332	355	
Future targets						371	386	401

\* Data preliminary only at time of publication.

**Comments:** Following a decline in 2018, the number of HDR candidate completions improved across the University in 2019. Similar numbers were experienced across the Health Group (100), the Sciences (111) and Arts, Education and Law (107), with the Griffith Business School graduating 38 HDR candidates during the year.

The Nathan and Gold Coast campuses provided 130 and 146 completions respectively, with the Doctor of Philosophy comprising almost 84% of all completions. In 2019, 58 Research Masters candidates reached completion.

## Research benefit

**Target:** To maintain income from contract and commercial research, technology transfer and enterprise at greater than 25% of the research income total.

**Definition:** The proportion of consultancy and commercial research, technology transfer and enterprise income as a proportion of external research income as reported in the annual Australian Government Higher Education Research Data Collection (HERDC).

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results	19.8%	23.3%	23.5%	24.8%	29.7%	34.0%		
Future targets							30%	30%

\* Data not available at the time of publication.

**Comments:** Griffith commissioned \$27.04m of new commercial engagements during 2018, the second largest commissioned revenue figure Griffith has recorded (\$37.8m for 2017). The 2018 income figure represents 34% of total research revenue for 2018, exceeding the University target.

The overall number of transactions increased by 15.7% from 2017, with 38% of research-active staff participating in enterprise activities during 2018.

Griffith continues to shape research capabilities and innovations that provide meaningful solutions to partners and collaborators and that deliver socio-economic impact.

## Innovation and commercialisation

**Target:** To directly engage at least 30% of academic and relevant professional staff in innovation and commercialisation activities.

**Definition:** The number of staff with a research profile engaged in innovation and commercialisation activities as a proportion of the total number of staff with a research profile.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	26.3%	38.1%	27.5%	28.9%	36.0%	38.0%	38.2%	
Future targets						30.0%	30.0%	30.0%

**Comments:** The number of staff members engaging in innovation and commercialisation activities was maintained in 2019, continuing the high proportion of income attributed to contract and commercial research, technology transfer and enterprise.

Diversified research income streams into the University have increased in importance as Commonwealth Category 1 income funding pools remain restricted, and due to the change in Commonwealth Research Block Grant Funding no longer discriminating between Category 1 and 2,3,4 income. Maximising the translation of research outputs into outcomes requires a shift in cultural perspective whereby researchers identify potential outcomes and end-users of research, so that research can be designed with an increased likelihood of achieving translatable goals.

## Indicators and targets

### Citation impact

**Target:** To achieve relative citation impact higher than the Australian average.

**Definition:** The three year rolling average of relative citation impact. Source: InCites.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	1.45	1.47	1.41	1.48	1.50	1.64	1.49	
Future targets								1.64
National average	1.38	1.39	1.40	1.39	1.41	1.47	1.48	

**Comments:** This indicator is based on the Field Normalised Citation Impact of Griffith University research for the three-year period from 2017–2019. The University's citation impact for that period is 1.49 times the world average (1.00) and greater than the Australian university average impact of 1.48. The KPI data for citation impact is obtained from the Clarivate Analytics Incites (as at December 2019) based on its allocation of Griffith University articles by Field ensuring that each article is benchmarked against others from the same field or subject category.

Griffith continues to exceed the national average in this indicator, with future years' targets to be established as updated national benchmarking becomes available.

### Research intensive female staff

**Target:** 50% of research intensive staff to be female.

**Definition:** The proportion of female research intensive academic staff as a percentage of total research intensive academic staff FTE. Research intensive staff are those defined as research only appointments with a research component of 80% or more, as well as teaching and research staff with a research component greater than 40%.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results			42.6%	42.8%	45.0%	44.8%	47.3%	
Future targets							47.4%	50.0%

**Comments:** Staff members defined as research intensive accounted for 47.3% of FTE across the University as at the 31 March 2019 staff census date. Sciences employed the majority of research intensive staff across the four academic groups.

Gender mix differs widely across the groups, with females comprising 62.0% of Arts, Education and Law research intensive staff. Health disciplines were similar at 62.3%, and the Griffith Business School was lower at 48.5%. In 2019 34.5% of Sciences, research intensive staff were female, highlighting the differences between the disciplines.

The *Research and Innovation Plan 2017–2020* acknowledges the need to increase the proportion of females in research-related roles and research leadership positions. In addition to providing support for the University's engagement in the Athena Swan Charter, it outlines more broad strategies to assist the groups in attracting, retaining and research mentoring of female academic staff.

## Female staff level D & E

**Target:** At least 45% of level D and E academic staff to be female.

**Definition:** The proportion of female full-time/fractional full-time academic staff FTE level D and E as a percentage of total level D and E academic staff FTE.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	35.1%	35.4%	37.5%	39.7%	40.4%	40.6%	43.6%	
Future targets						41.9%	43.5%	45.0%

**Comments:** The proportion of female Level D and E academic staff across the University reached 43.6% as at the 31 March 2019 staff census date. Health employs the largest number of Level D and E female academic staff—predominantly in Nursing and Midwifery, and Psychology—while Arts, Education and Law remains the largest academic group in percentage terms (57.5%). Challenges still exist within the Sciences disciplines, with females comprising only 19.5% of senior staff. A four-year action plan has been developed to further address gender inequity in STEMM and support greater diversity and inclusion.

## Female staff level 10 and above

**Target:** At least 50% of all University's Senior Administrators (HEW Level 10 and above) to be female.

**Definition:** The proportion of female full-time/fractional full-time general staff FTE HEW Level 10 and above as a percentage of total HEW Level 10 and above general staff FTE.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	44.6%	46.6%	45.2%	44.5%	43.8%	44.5%	46.5%	
Future targets						45.9%	47.9%	50.0%

**Comments:** While more females than males are employed as general staff within the University, they comprise just under half of senior administrators. Corporate Services employs the majority of Level 10 and above general staff, with approximately one third being female.

The *Our People Plan 2017-2020* details the University's strategies to recruit, retain, develop, engage and value academic and professional staff. Female representation in senior professional appointments is an important aspect of this key supporting plan and is encouraged through the Women in Leadership and Leneen Forde Future Leaders programs. The need for staff to balance their work, family and external commitments is well recognised within the University and staff with family and carer responsibilities are supported through a range of provisions such as parenting facilities, flexible work arrangements and leave options.

## Indicators and targets

### Aboriginal and Torres Strait Islander staff

**Target:** To increase by 5 per cent per annum the number of Aboriginal and Torres Strait Islander staff in academic and general staff positions.

**Definition:** The number of Aboriginal and Torres Strait Islander full-time/fractional full-time staff.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Actual results	43	55	54	52	56	55	64	
Future targets						59	62	65

**Comments:** Griffith was the equal fifth largest employer of Aboriginal and Torres Strait Islander staff in Australia in 2018, the year of the most recent national data. GUMURRII currently employs just under half of the professional staff within the University, while 80% of academic staff work within the Arts, Education and Law, and Health groups. Of the 64 staff employed, 47 are female.

The University through its Equity Committee aims to improve access to continuing employment, improve participation in a wide range of work areas, improve representation at all levels of employment, and provide career development opportunities for Aboriginal and Torres Strait Islander people at Griffith.

### Sustainability

**Target:** To grow the quantum and proportion of income from philanthropy.

**Definition:** The quantum of donations and bequests as a proportion of total income from continuing operations as reported in the University annual financial statements.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Donations \$'000	2,515	4,653	4,667	8,243	8,144	11,756	11,680	
Bequests \$'000	10	681	1,840	544	51	1,019	9	
Total \$'000	2,525	5,334	6,507	8,787	8,195	12,775	11,689	
Future targets						10,000	11,000	12,100

**Comments:** Outcomes in this indicator show annual philanthropic income as reported in the University's financial statements, and the various components have been separated to best illustrate the mix of funds received. Bequests by their nature do not represent a smooth income source, evident when comparing 2018 receipts (\$1.02M) to those received in 2019 (\$0.09M). Bequests contribute significantly to endowments which provide for scholarships and prizes for Griffith students while most donations raised during 2019 were used to support research.



## Asia student experience

**Target:** To increase by 5 per cent per annum the number of Griffith domestic students undertaking a study experience in Asia, including exchanges.

**Definition:** Students undertaking Student Exchange or Short Term Global Experience programs offered by Griffith, partner universities or third party providers.

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual results	457	564	553	567	567	571		
Future targets						595	625	656

\* Data not available at time of publication.

**Comments:** Griffith was awarded more New Colombo Plan Scholarships than any other university in 2019, with nine students receiving the prestigious scholarship.

The New Colombo Plan Scholarship Program is an Australian Government initiative providing opportunities for Australian undergraduate students to undertake semester-based study and internships or mentorships in the Indo-Pacific.

Griffith students from Gold Coast, Nathan and South Bank campuses will travel overseas in 2020 and 2021 to countries like Japan and Taiwan, spending time learning a local language and immersing themselves in local culture while learning from experts in their chosen fields.

## Asia research collaboration

**Target:** To maintain publications co-authored with an Asian institutional partner at greater than 15% of the annual publication total.

**Definition:** The proportion of publications co-authored with scholars based in Asia and published under the Griffith by-line as a percentage of total Griffith publications. Source: Scopus

Year	2013	2014	2015	2016	2017	2018	2019*	2020
Actual Results	11.6%	14.8%	17.2%	20.3%	22.7%	22.9%		
Future Targets						20.0%	20.0%	20.0%

\* Data not finalised at time of publication.

**Comments:** Since 2013, the University has monitored published research outputs produced in collaboration with partners in Asia. Most recently available data shows growth of 116% in co-published outputs with Asia since 2012 and a quadrupling of co-authored outputs since 2009.

China has consistently been Griffith's leading Asian partner, followed by Japan, Singapore, Malaysia and India. Since 2014 China has replaced the USA as our outright largest partner, with the Chinese Academy of Sciences, our main Chinese collaborator in recent years.

# Glossary

<b>3MT®</b>	Three-minute Thesis competition	<b>IAR</b>	Information Asset Register
<b>AAUT</b>	Awards for Australian University Teaching	<b>IRU</b>	Indigenous Research Unit
<b>ACIAR</b>	Australian Centre for International Agricultural Research	<b>KPI</b>	Key Performance Indicator
<b>ACOLA</b>	Australian Council of Learned Academies	<b>LIEF</b>	Linkage Infrastructure, Equipment and Facilities
<b>AFR</b>	Australian Financial Review	<b>MBA</b>	Master of Business Administration
<b>AIEC</b>	Australian International Education Conference	<b>MD</b>	Doctor of Medicine
<b>AM</b>	Member of the Order of Australia	<b>MOOC</b>	Massive Open Online Course
<b>AO</b>	Officer of the Order of Australia	<b>NHMRC</b>	National Health and Medical Research Council
<b>ARC</b>	Australian Research Council	<b>OAM</b>	Medal of the Order of Australia
<b>ARCHE</b>	Australian Research Centre for Human Evolution	<b>OUA</b>	Open Universities Australia
<b>ASSBI</b>	Australasian Society for Study of Brain Impairment	<b>PELE</b>	Postgraduate English Language Enhancement
<b>CCC</b>	Crime and Corruption Commission	<b>PDCE</b>	Professional Development and Community Engagement
<b>CERFS</b>	Coastal Engineering Research Field Station	<b>PhD</b>	Doctor of Philosophy
<b>CQD</b>	Centre for Quantum Dynamics	<b>PNG</b>	Papua New Guinea
<b>CRC</b>	Cooperative Research Centre	<b>PuP</b>	Parents Under Pressure
<b>CYO</b>	Create Your Own	<b>QAO</b>	Queensland Audit Office
<b>DAP</b>	Disability Action Plan	<b>QCS</b>	Queensland Corrective Services
<b>DUniv</b>	Doctor of the University (Honorary)	<b>QILT</b>	Quality Indicators for Learning and Teaching
<b>EAL</b>	English as an additional language	<b>QMNC</b>	Queensland Micro and Nanotechnology Centre
<b>EBITDA</b>	Earnings Before Interest Tax Depreciation and Amortisation	<b>QS</b>	Queensland World University Rankings Since 2004, Quacquarelli Symonds Limited has produced world university rankings for students and academics
<b>EFTSL</b>	Equivalent Full-Time Student Load	<b>RICF</b>	Research Infrastructure Co-Investment Fund
<b>EI</b>	Engagement and Impact assessment	<b>SEC</b>	Student Experience of Courses
<b>ERA</b>	Excellence in Research for Australia	<b>SES</b>	Student Experience Survey
<b>ESS</b>	Employer Satisfaction Survey	<b>STEMM</b>	Science, technology, engineering, mathematics and medicine disciplines
<b>FTE</b>	Full-Time Equivalent	<b>TEQSA</b>	Tertiary Education Quality and Standards Agency
<b>GAET</b>	Griffith Awards for Excellence in Teaching	<b>WIL</b>	Work-integrated learning
<b>GGRS</b>	Griffith Graduate Research School		
<b>GHC</b>	Griffith Honours College		
<b>GOS</b>	Graduate Outcomes Survey		
<b>GRIDD</b>	Griffith Institute for Drug Discovery		
<b>GSC</b>	Griffith Sports College		
<b>GUMURRII</b>	Griffith University Murri and Islander Student Support Unit		
<b>HDR</b>	Higher Degree by Research		
<b>HEA</b>	Higher Education Academy		
<b>HEPPP</b>	Higher Education Participation and Partnerships Program		
<b>HERDC</b>	Higher Education Research Data Collection		

# Campus locations

## Gold Coast

Parklands Drive  
Southport Qld 4222  
Telephone: +61 7 5552 8800

## Logan

University Drive  
Meadowbrook Qld 4131  
Telephone: +61 7 3735 7111

## Mt Gravatt

Messines Ridge Road  
Mt Gravatt Qld 4122  
Telephone: +61 7 3735 7111

## Nathan

170 Kessels Road  
Nathan Qld 4111  
Telephone: +61 7 3735 7111

## South Bank

**Queensland College of Art**  
**Griffith Film School**  
**Griffith Graduate School**

226 Grey Street  
South Bank Qld 4101  
Telephone: +61 7 3735 3112








### **Queensland Conservatorium**

140 Grey Street  
South Bank Qld 4101  
Telephone: +61 7 3735 7111

## Digital

[griffith.edu.au/about-griffith/campuses-facilities/digital](http://griffith.edu.au/about-griffith/campuses-facilities/digital)

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