

# Annual Report 2007



# Chancellor's report

## Report to the Minister for Education, Training and the Arts

Presented to Parliament by Command

The Honourable Rod Welford, MP  
Minister for Education and Training  
Minister for the Arts

Dear Minister

I have the honour to present to you, on behalf of the Council of Griffith University, the Annual Report of Griffith University for the year ended 31 December 2007.



Ms Leneen Forde, AC  
Chancellor  
April 2008



Ms Leneen Forde, AC,  
Chancellor

Griffith's achievements in 2007 resulted in national and international recognition of the University's strengths in teaching and research.

A Griffith graduate was named 2007 Young Australian of the Year, a Griffith staff member won the Prime Minister's Award for Australian University Teacher of the Year, and the University celebrated the 50th anniversary of the Queensland Conservatorium—one of the state's iconic institutions.

Griffith's performance in the Carrick Institute for Learning and Teaching in Higher Education awards and fellowships was particularly noteworthy with three Associate Fellowships, ten citations and four national awards. Griffith shared the mantle with the University of Queensland as the best performing university in Australia over these three schemes. Great outcomes for students depend on excellence in teaching, and the University's achievements in this area are testimony to the creative, innovative and highly effective teachers we have working for us.

In the research domain, the University was successful in its bid to host the Australian Research Council Centre of Excellence for Policing and Security. This five year project will create an internationally regarded centre of research excellence that will help prevent crime and safeguard Australia. Griffith will also host the National Climate Change Adaptation Research Facility—a development which reflects the University's long term commitment to environmental issues and sustainability. This is an exciting opportunity for Griffith, and will position us as national leaders in the field.

In the international arena, one of the most significant results for Griffith in 2007 was our debut at 309 in the Times Higher Education list of the top 500 universities in the world. The University invested strategic focus in achieving this outcome and we look forward to improvement in this ranking in the years ahead.



Ms Leneen Forde, AC  
Chancellor

## Contents

Chancellor's report.....	1
Vice Chancellor's review .....	2
Organisational structure.....	5
Governance.....	6
Performance.....	8
Research.....	8
Learning.....	12
Staff.....	15
Students.....	16
Funding.....	18
Physical facilities and information resources.....	19
Other governance reports .....	20
Financial summary .....	22
Financial statements .....	24
Overseas travel .....	71
Appendices-Performance statistics .....	85
Campus locations .....	inside back cover

### Vision

Griffith University—a multi-campus, learning-centred, research university—will be acknowledged as an outstanding university that combines the best university traditions and values with the innovation necessary for success.

Ideally positioned in the fastest-growing region of Australia, the University will build on its established reputation for responding creatively to local, national and global change by embracing diversity and nurturing innovation.

### Mission

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

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

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

### Values

In pursuit of our mission, the University values:

- rigorous standards of scholarship
- continuous quality improvement
- accountability as befits a learning organisation
- commitment to individual rights, ethical standards and social justice
- participatory decision making and problem solving
- lifelong learning and personal development
- contributing to a robust, equitable and environmentally sustainable society
- tolerance and understanding of diversity in society.

### Goals

For Griffith's strategic goals, see the Performance section (pages 8 to 18).

Member of

INNOVATIVE RESEARCH UNIVERSITIES AUSTRALIA

# Vice Chancellor's review



Professor Ian O'Connor, Vice Chancellor and President

## Planning the future

In early May 2007 Council noted my paper *Griffith 2015: beyond top 10* which summarised progress against the University's strategic goals in research, learning, staff and resources and highlighted the major contextual challenges facing the University now and in the future. The paper sets out a strategy to position the University for the years beyond 2010. The paper focuses Griffith's goal from aiming for top 10 in Australia across the board, to selecting and developing areas of strategic investment that are the top three or four in Australia and in the top 200 to 300 in the world. The paper also sets out a strategy to promote distinctive claims to excellence and distinctive program and research profiles for each campus.

One of the first steps in implementing the strategy was Council's establishment of a new full-time senior executive position of Pro Vice Chancellor (Learning and Student Outcomes). The post, which has been filled by Professor Sue Spence, is responsible for quality assurance and enhancement of learning and teaching and student equity.

Council also disestablished the Office of Community Partnerships and the position of Pro Vice Chancellor (Community Partnerships). Strengthening community engagement, which is central to the *Griffith 2015* policy, will be achieved through the campus-based planning and activities of academic elements. This will reinforce the *Griffith 2015* strategy of identifying and projecting a distinct focus

or flavour for each campus. Academic elements are encouraged to extend their community engagement directly, through the academic plan which establishes targets for work-integrated learning and other community engagement activities, and through the research plan which establishes targets for developing Australian Research Council linkage projects which link researchers with end users.

*Griffith 2015: beyond top 10* was circulated to the University community for feedback in the first half of the year and was the theme of the University's senior staff conference held in July. The paper attracted broad support for the key proposals to establish areas of strategic investment and to develop distinctive characteristics or specialisations of each campus.

The strategy was implemented by *Towards 2015—university budget 2008–2010*, which was adopted by Council on 8 October 2007. This is the second budget based on the new budget model introduced for 2007 which allocates income and expenses as it is received by the University, thereby providing a direct incentive to increase income and/or reduce expenditure and to increase the return on activities. The budget also rewards research and learning performance and provides capacity for strategic investment.

Specific budget measures include a transitional fund of \$4 million to allow the University to respond to significant government changes over the next budget period, to assist implementing *Griffith 2015*, and to reinvigorate the University's staffing profile. The budget also allocates \$2 million per annum to help offset the adverse impacts of voluntary student unionism. These funds, which are an increase of a third on the \$1.5 million allocated in 2007, are allocated directly to student activities and the student campus experience. They deliver a range of services in clubs, societies and sport, postgraduate support and orientation activities considered vital by students. The University consulted widely with students to identify what they need most to reach their full academic potential

and enjoy their university experience. Student advocacy, orientation activities and programs, and the social sphere of university life are considered highly important to students, alongside specialist support for postgraduate students.

The capital management plan 2008–2010 adopted by Council on 3 December 2007 implements the *Griffith 2015* policy with the allocation of \$31.5 million towards electronic infrastructure and \$64.5 million towards physical infrastructure. The capital management plan does not include further external borrowing except for that provided under the Smart State loan scheme. This is considered prudent and provides enough flexibility to allow the University to react to unexpected opportunities and deal with any underlying risk to revenue or escalating cost. The plan shifts the emphasis of the physical infrastructure projects from new buildings to refurbishment to improve facilities, better use existing space and improve water efficiency.

*Griffith 2015: implementing the vision*, which is a plan for the detailed implementation of the *Griffith 2015* policy, was endorsed by Council at its meeting on 3 December 2007. Key parts of the implementation include strategic investment to achieve international prominence, distinct campus identities, students' experiences, international activity, strategic investment in staff, strategic use of resources, refined strategic planning, and focused communication—projecting profile and distinctiveness.

## Year highlights

On 27 September I hosted Professor K Barry Sharpless in presenting the annual Nobel lecture at Griffith's Gold Coast campus. Professor Sharpless, who is W.M. Keck Professor of Chemistry at California's Scripps Institute, shared the 2001 Nobel Prize for chemistry for his work on chirally catalysed oxidation reactions. Professor Sharpless presented new work to speed the design of the next generation drugs for illnesses ranging from cancer, arthritis and Alzheimer's to AIDS and anthrax. On

# Vice Chancellor's review



*Professor Lorraine Mazerolle will head up the ARC Centre of Excellence in Policing and Security.*



*Justice Michael Kirby AC CGM gave the 2007 Griffith Lecture.*

16 November I hosted the Honourable Justice Michael Kirby AC CGM of the High Court of Australia in presenting the 2007 Griffith Lecture. Mr Kirby addressed the reconciliation of fundamental religious doctrines with the growing movement for universal human rights protection.

Highlights of the university's achievements in 2007 reported more fully elsewhere in this report include the award of the Australian Research Council's first Centre of Excellence for Policing and Security worth more than \$15 million. Griffith University is the lead institution working in partnership with the Australian National University, the University of Queensland and Charles Sturt University on a five-year project to create an internationally regarded centre of research excellence that will help prevent crime and safeguard Australia. The Centre, which is directed by Professor Lorraine Mazerolle from Griffith's School of Criminology and Criminal Justice, will uncover the key vulnerabilities of Australian society and help to design and implement fair, evidenced-based appropriate policing and security responses.

The Australian Government also awarded \$50 million to Griffith to coordinate a national climate change adaptation research facility. The award reflects Griffith's leadership in environmental

studies since it established Australia's first university school of environmental studies over 30 years ago. Griffith has already demonstrated national leadership in climate adaptation research by establishing the climate response program, which examines how Australian societies will respond to changes in the physical and environmental world. The Griffith climate response program, which is led by Professor Jan McDonald, is a multidisciplinary team of expert researchers across law, economics, planning and engineering as well as science, medicine, management, conservation and policy. Its integrated approach distinguishes it from other research groups which address specific industry sectors, climate modelling and prediction, or international mitigation measures and agreements.

Griffith University will also play a key role in a new \$50 million urban water security research alliance aimed at more than doubling the water recycling capacity of Australia's capital cities. The five year alliance of the Queensland Government, Griffith University, CSIRO and the University of Queensland will be the largest urban water research program in Australia. It will concentrate on water security and recycling within the entire water cycle from upstream catchments

to Moreton Bay. The alliance's immediate goal is to build reliability and safety in recycled water systems providing up to 90 gigalitres per annum to South-East Queensland. Longer term, it will work towards delivering water security by recycling wastewater and stormwater through the innovative treatment, storage and use of aquifers to provide up to 20% of the total water supply.

I am delighted to acknowledge Associate Professor Keithia Wilson from Griffith University's School of Psychology who won the Prime Minister's Award for Australian University Teacher of the Year. This top accolade caps a record year for Griffith in winning Carrick awards for teaching excellence. The University won three Carrick awards for teaching excellence, one award for programs that enhance learning, and enjoyed a 100 percent success rate for its ten submissions in citations for outstanding contribution to student learning. Associate Professor Wilson's motivational approach to student successes has seen her voted lecturer of the year by her students for the past five years, as well as being the inaugural recipient of the individual teacher award in the Griffith Awards for Excellence in Teaching in 2005. Associate Professor Wilson's approach to teaching is deliberately interactive—her lectures

# Vice Chancellor's review

are less about 'delivery' and more about 'conversation'. Associate Professor Wilson seeks to cultivate a quality learning and teaching culture across the whole program rather than separately for each course approach.

Griffith students won many awards, including a team of business students who won the 2007 Austrade export plan competition for exporting for the future. The team, which comprised Aleisha Norton, Kym Myers, Mark Bagshaw and Jennifer Wood, developed an export market plan for the Australian Centre for Lifestyle Horticulture.

Australian author Frank Moorhouse won the 2007 Walkley award for social equity journalism for his landmark essay *The writer in a time of terror*, from *Griffith REVIEW 14: The Trouble with Paradise*. This extends an exceptional record for the *Griffith REVIEW*. As The Honourable Michael Kirby remarked in his 2007 Griffith lecture, '*Griffith REVIEW*, which is now famous throughout our country, is a sign of the intellectual engagement and leadership of this nation.'

Finally, I should report that the Queensland Government appointed me a Smart State ambassador. Smart State ambassadors help promote Queensland as they travel nationally and overseas for their work.



Queensland Treasurer Andrew Fraser is part of Griffith's growing parliamentary alumni.



The Queensland Conservatorium celebrated its 50th anniversary in 2007.





Griffith will play a key part in a new \$50 million urban water security research alliance.

## Establishment

Griffith University was established on 21 September 1971, under the *Griffith University Act*.

## University Council

### Role

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

The Council 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 also reviews its own performance.

### Membership

Membership, at 31 December, is listed as follows.

### Chancellor **Leneen Forde, AC**

Term of Office: From 5 June 2006, up to, but not including the ordinary meeting of the Council in June 2009.

### Deputy Chancellor **Henry Smerdon**

Term of Office: From 4 September 2007, up to, and including 3 September 2010.

### Vice Chancellor **Professor Ian O'Connor** *ex officio*

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

Term of Office: From 28 October 2005 up to 27 October 2009

**Ian Alderdice**

**Mark Gray**

**Rachel Hunter**

**Michael Lake**

**The Honourable Justice Margaret**

**McMurdo**

**Garry Redlich**

**Henry Smerdon**

Two members of the University's academic staff, elected by academic staff

### **Dr Michael Barry**

Term of Office: From 28 October 2005 up to 27 October 2009.

### **Dr Dwight Zakus**

Term of Office: From 3 October 2006 up to 27 October 2009.

One postgraduate student of the University, elected by postgraduate students

### **Heather Douglas**

Term of Office: From 28 October 2007 up to 27 October 2009.

One undergraduate student of the University, elected by undergraduate students

### **Julie Kennedy**

Term of Office: From 28 October 2007 up to 27 October 2009.

One member of the University's general staff, elected by general staff

### **Kaye Dillon**

Term of Office: From 28 October 2005 up to 27 October 2009.

Four additional members appointed under Section 16, *Griffith University Act*

Term of Office: From 1 January 2008 to 31 December 2009

### **Dr Bob Anderson, OAM**

**Sandra Anderson**

**The Honourable Rob Borbidge**

**Karen Struthers**

## Resignations/changes

### **Ceased to be a member as ineligible:**

Mr Brenton Hill  
(1 January to 8 March)

## Meetings

In 2007, the Council of Griffith University held five meetings:

- 5 March (Nathan campus) 13 out of 18 members attended
- 8 May (Logan campus) 13 out of 17 members attended
- 3 September (Gold Coast campus) 9 out of 17 members attended
- 8 October (South Bank campus) 14 out of 17 members attended
- 3 December (Nathan campus) 11 out of 18 members attended

## Council subcommittees

The key committees that report directly to the Council are:

- the Academic Committee, the senior body within the University responsible for teaching and learning, and research policies (chairperson Professor John Dewar)
- the Finance and Resources Committee, responsible for advising Council on critical resource issues, including income projections, operating budget allocations, capital expenditure, financing strategies and risk management (chairperson Henry Smerdon).

## Advisory councils

In addition to these committees, there are three advisory councils; namely, the Gold Coast Advisory Council (chairperson Alan Rickard), the Queensland College of Art Advisory Council (chairperson Ulla Zeller), and the Queensland Conservatorium Advisory Council (chairperson Pauline Peel).

The advisory councils advise the University Council on strategic directions for teaching, research and community service at the Gold Coast campus, the Queensland College of Art and the Queensland Conservatorium.

## Enabling legislation

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

## Functions and powers

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

### University functions

The University's functions are:

- 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, 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.

### University general powers

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

### Council powers

The Council may do anything necessary or convenient to be done for, or in connection with, its functions.

Without limiting the subsection above, the Council has the powers given to it under this or 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 20 and 21.

## 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 campuses.

Academic units, including schools, departments and faculties, are organised into four groups: Arts, Education and Law; Business; Health; and Science, Environment, Engineering and Technology. These groups facilitate teaching, research and service activities across campuses.

Most administrative support services—such as student administration, finance, human resource management, information technology and facilities—are organised as centralised, multi-campus offices.

This structure supports consistent service levels, efficient resource use, and access to professional support and specialist expertise for all areas.

Griffith's approach is to embed 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, the Pro Vice Chancellors, deans, heads of schools and office directors—in consultation with key committees.

# Performance: Overview and Research

## Overview

Five years ago the University reviewed its past achievements and set its agenda for the next decade, resulting in the *Griffith Project*, a plan which crystallised the aspirations of the University community to create a distinctive university that is locally and nationally recognised for its excellence.

Significant changes in the regulatory and funding arrangements for higher education led to a sharpening of focus and the development of the University's *Strategic Plan 2006–2010*. It contains goals, indicators and targets for the University for the remainder of the decade. These reflect a number of considerations:

- There are a limited number of goals, indicators and targets in order to focus energies and resources.
- They continue to give expression to the University's 'top 10' ambition.
- The targets are stretch targets. Progress towards their achievement will lead to significant improvements in University performance.
- They are important and relevant, in that they affect the University's funding, prestige and reputation.
- Each goal is expressed in a way that is measurable at different levels of the University.

This report updates the University's performance against its goals for 2007, so far as data are currently available.

The *Strategic Plan 2006–2010* still has just over two years to run before a major review is undertaken in 2009 and the University is now looking beyond 2010 and charting a course for the longer term future. Discussion papers were circulated; *Griffith 2015: Beyond Top 10*, and *Griffith 2015: Implementing the Vision*, which was endorsed by Council in December to set strategic directions beyond the current plan.



Vice Chancellor Ian O'Connor with then Environment Minister Malcolm Turnbull (left) at the announcement that Griffith will host the National Climate Change Adaptation Research Facility

## Research

### Internationally recognised

#### Goal

To develop Griffith Strategic Research Programs in four or five areas of research in which the University will be widely recognised as a world class leader.

The five strategic research programs established in 2006—Australian Rivers Institute; Drug Discovery; Democracy, Security and Public Policy; Environments for Healthy Living; and Social Change and Wellbeing—have been further strengthened in 2007. A further seven 'Next Phase Appointments' of senior research academics to these programs have been achieved with the support of the Vice Chancellor's strategic development fund.

In addition, three Griffith Special Research Initiatives were established to provide a platform for collaborative research to address issues of national and international significance. These initiatives are:

- Climate Response
- Creative for Life
- Griffith Sports Research Network.

Further consolidation of the University's Research Centres also occurred, including the formation of the Griffith Institute for Health and Medical Research which will be formally launched in 2008.

The strategic research programs will be further finessed during 2008 as the University decides on research areas of strategic investment, which will receive targeted funding to propel Griffith research to the highest levels internationally.

### Performance, quality and impact

#### Goal

To be a top-10 university in Australia in terms of overall research performance, quality and impact.

Over \$30 million in major research funding awards to Griffith were announced during 2007, including two highly significant national research centres, the Australian Research Council Centre of Excellence in Policing and Security, and the National Climate Change Adaptation Research Facility. These and other successes are detailed in the 'Highlights of 2007' section below.

Appendix 1.1 shows an apparent fall-back in Griffith's research publications and related outputs per staff member, but this actually reflects a sought-after de-emphasis on conference papers (poorly ranked in national and international research quality indices) in favour of the more highly-regarded refereed journal articles, books and book chapters. Refereed journal articles in fact grew 7% from 2005 to 2006, chapters grew 11% and books increased by 46%, while conference papers fell 36%. This is a positive sign of a growing awareness of the importance of high quality publications outlets.

Research income per staff member (Appendix 1.4) shows welcome growth, higher by 6% in 2006 than in 2005. Particularly significant was the fact that most of this growth arose from increased success in national competitive research grants, including those from the Australian Research Council (ARC) and the National Health & Medical Research Council (NHMRC).

Internal indicators of international linkages and external collaborations are still in development alongside the development

# Performance: Research

of reliable research metrics associated with national research quality assessment. The currently used proxies cannot be compared against performance in other Australian universities, however, they continue to show net increase over the past three years (Appendices 1.2 and 1.3).

Preparations for the Research Quality Framework (RQF) were well advanced, including identity and membership of 25 RQF Research Groups, with group portfolios, context statements and impact case studies for each, by the end of 2007. Griffith participated in valuable joint feedback trials with other members of the Innovative Research Universities Australia in regard to context and impact statements. However, since the change of Federal Government in November 2007, the new Minister for Innovation, Industry, Science and Research, Senator Kim Carr, has announced the disbanding of the RQF in favour of a new Excellence in Research for Australia (ERA) to be rolled out in 2008/09. The work put in for the RQF during 2007 has placed Griffith well to respond to the new regime as it develops.

## Intensiveness

### Goal

*To be a research-intensive university in which a minimum of 70% of staff are research active.*

One of the lessons learned from the now-displaced RQF exercise was that future strategic planning of research will be more effective if based on criteria that are compatible with the national assessment process. Consequently, it was decided to review Griffith's adopted measure for research activity of academic staff in conjunction with the Federal Government's new initiative.

Using the existing measure, and including previous non-Griffith publications of new staff, the assessment of research activity in 2007 in relation to staff performance over the three years 2004–2006 showed 64.8% of research-only and teaching & research staff were research active, an increase of 3.0% over 2006. While this is a pleasing trend it is possible that the university will adopt more demanding research-active criteria in future in response to the ERA.

## Commercialisation

### Goal

*To enhance the University's success in commercialising its research.*

The Australian Institute for Suicide Research led by Professor Deigo De Leo has received another three-year contract for in excess of \$600 000 to continue with the management of the Queensland Suicide Register funded by Queensland Health. Associate Professor Anna Stewart of the School of Criminology and Criminal Justice has received a three-year contract through the Office of Economic and Statistical Research for in excess of \$800 000 to progress the Justice Modelling at Griffith program (JMAG). The objective of the program is to develop policy modelling capabilities in the field of criminology and criminal justice. Specifically, the relationship between the state and Griffith is intended to promote the development and use of modelling across the Queensland criminal justice system. The mission of JMAG is to apply a broad range of modelling technologies (such as micro-simulation, spatial analysis, cost-benefit analysis and other econometric techniques) to crime control and crime prevention issues, to value-add crime modelling insights to existing management information systems and to enhance the decision-making capabilities of criminal justice policy makers.

## Highlights of 2007

Griffith University is gradually emerging to a more prominent role in research among Australian and international universities, with the dedicated efforts of many of its most eminent research leaders and their teams. An ever more prominent feature of the external environment in higher

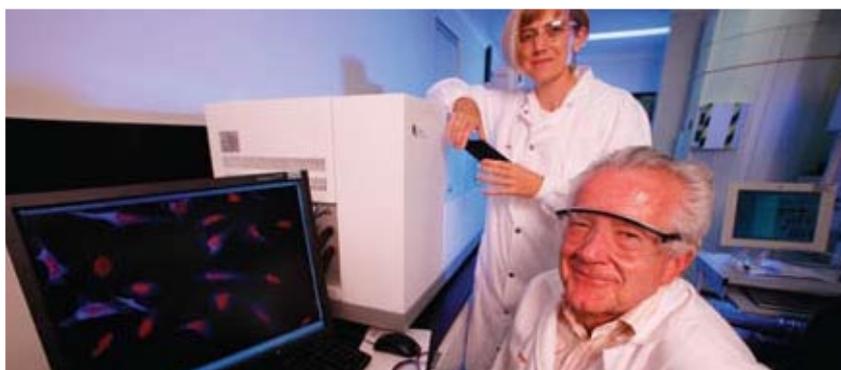
education and research is the emergence of widely-used institutional ranking tables. During 2007 the University undertook to engage more actively with the world and national university rankings agencies. This led to Griffith being assessed for the first time by the Times HES-QS World University Rankings, with a pleasing first entry at #309 among all world universities.

2007 saw Griffith advance its agenda to identify and build on its areas of research strength while governments also increased their recognition of those strengths.

Building capacity and depth in excellent research at Griffith has continued with a further seven 'next phase appointments' of senior research leaders, funded under a special initiative of the Vice Chancellor.

The first five strategic research programs were established in 2006—Water Science; Drug Discovery; Social Change and Wellbeing; Democracy, Security and Public Policy; and Environments for Healthy Living. As these have increased their activity, they have been supplemented by special research initiatives aimed at providing additional platforms for collaborative research to address issues of national and international significance in response to research priorities of major current interest to Australia. Special research initiatives are now established in Climate Response, Creative for Life, and the Griffith Sports Research Network.

A significant recognition of Griffith's research strengths came when the Honourable Malcolm Turnbull, Minister for the Environment and Water Resources, announced that the University will host the National Climate Change Adaptation Research Facility (NCCARF).



*Headed by Professor Ron Quinn (foreground), the Eskitis Institute for Cell and Molecular Therapies at Griffith will be the Queensland arm of the new CRC for Cancer Therapeutics.*

# Performance: Research

The Government awarded up to \$50 million to be managed by the Research Facility in association with the Australian Greenhouse Office. Griffith University and the Queensland Government, through its Queensland Climate Change Centre of Excellence and Department of Emergency Services, won the Australian Greenhouse Office's competitive bid through establishing a consortium with Macquarie University, Murdoch University, Queensland University of Technology, the University of Newcastle, University of Southern Queensland, James Cook University and the University of the Sunshine Coast. The collective expertise of these institutions span the full range of disciplines driving the national adaptation agenda, including climatology, hydrology, ecology and conservation biology, statistics, engineering, psychology, urban planning, architecture, law and policy, community development and social research.

Griffith was also announced as the Queensland node of Australia's newest cancer research centre, the \$148 million Cooperative Research Centre (CRC) for Cancer Therapeutics. The seven-year project will be partly funded by a \$37.6m Commonwealth Cooperative Research Centre grant, and will utilise the expertise of Griffith's drug discovery team to identify new treatments to halt the development and spread of Australia's biggest killers: breast, prostate, ovarian, lung and bowel cancers. The CRC for Cancer Therapeutics will be headquartered at the Walter and Eliza Hall Institute Biotechnology Centre in Victoria, with Griffith University the only Queensland partner, providing state leadership in drug discovery against cancer.



Indigenous high school students in outback communities are assisting Griffith researchers to monitor dust storms.

Image courtesy Joyce van Dijk, ID Photography Alice Springs

The Queensland arm of the Centre will be based at Griffith University's Eskitis Institute for Cell and Molecular Therapies in Brisbane, and will work cooperatively with other participants including Victorian research institutes, CSIRO and commercialisation partners Cancer Research Technologies (UK), Biomomics Limited and Millipore/Chemicon Corporation.

A major highlight was the announcement by the Australian Research Council (ARC) that Australia's first Centre of Excellence for Policing and Security, worth more than \$15 million, will be based at Griffith University. Griffith is the lead institution working in partnership with the Australian National University, the University of Queensland and Charles Sturt University, on a five-year project to create an internationally regarded centre of research excellence that will undertake research to help prevent crime and safeguard Australia. The Centre is funded by a \$10 million ARC grant with \$1 million from the Queensland Government over five years and \$4.43 million from other sources. The bid was led by Professor Lorraine Mazerolle from Griffith's School of Criminology and Criminal Justice. Its research program will provide policy-makers, police and security leaders with a better understanding of how to reduce the number and seriousness of threats to Australia and diminish the number of security and crime vulnerabilities. Consequently, Australia will play an enhanced security role globally, and in the Asia-Pacific region particularly. This is a major new national and international research collaboration. Collaborating organisations include: the Australian Federal Police; Forensic Science South Australia; New South Wales Police Forensic Services Group; Queensland Police Service; Tasmanian Police Service; Victoria Police; National ICT Australia (NICTA); Australian Institute of Criminology; Jill Dando Institute, University College London; State University of New York; University of Montreal; Hebrew University of Jerusalem; and University of Cape Town.

Griffith is a founding member of the new Queensland-wide Urban Water Security Research Alliance launched in April 2007. The \$50 million five-year alliance is the largest urban water research program in Australia and aims to more than double the water recycling capacity of Brisbane and other capital cities.

The Alliance is the first water research project with a specific focus on urban water recycling, and its immediate concern will be the needs of Australia's fastest-growing urban region with a focus on water security and recycling. Griffith University will receive \$2.5 million over five years and have access to a pool of contestable funds to support individual research projects. Griffith will contribute multi-disciplinary expertise through the Queensland Smart Water Research Consortium (a collaboration between Gold Coast City Council, University of Queensland, University of Sunshine Coast, the International Water Centre, Central Queensland University, Wide Bay Water, Toowoomba City Council, Aqua Diagnostics Pty Ltd and EcoNova Pty Ltd), and base its research at the new Queensland Smart Water Research Facility (funded through a Smart State Innovation Building Fund loan, Griffith University and Gold Coast City Council) being constructed at the Gold Coast campus.

The Queensland Government's *Smart State—National and International Research Alliances Program* has awarded funding to three Griffith research teams: (1) \$2 million over three years for the Tropical Rivers and Coastal Knowledge (TRaCK) consortium, Queensland node, led by Professor Stuart Bunn from the Australian Rivers Institute; (2) \$1.8 million over three years for fighting tropical diseases, countering the burden of malaria and sleeping sickness, led by Professor Ron Quinn of the Eskitis Institute; and (3) \$1 million over three years for modelling the impacts of extreme events on coastal environments, led by Professor Rodger Tomlinson of the Griffith Centre for Coastal Management.

Strong results were registered in the major national competitive research grants programs of the ARC and NHMRC. Griffith won 23 ARC Discovery Project grants to commence in 2008, totalling \$6.6 million, with a success rate of 20.5% and a national ranking of 13. In addition seven (round 1, 2008) ARC Linkage Project grants were awarded totalling \$1.6 million with a success rate of 41.2% and national ranking of 14. Five NHMRC Project grants totalling \$2.4 million, five NHMRC postdoctoral fellowships totalling \$1.4 million, and one NHMRC Career Development Award, represent a further expansion of Griffith's health and medical research profile.

# Performance: Research

During 2007 the University assembled an RQF project team which oversaw the compilation of research portfolios for 25 groups to be submitted for assessment. Working closely with RQF group coordinators, the team assembled extensive evidence supporting the quality and impact of Griffith University research for the period 2001–2006. The RQF was then discontinued by the newly elected Federal Labor Government, however, it is expected much of the data collected within Griffith during 2007 will assist with preparation for the planned alternative. The RQF exercise has also assisted the University to focus more attention on research quality and impact and review its internal targets and processes.



*Griffith researchers are working at protecting river and coastal ecosystems in Australia's top end.*

## Outlook

The development of excellence in research at Griffith will take a major step forward in 2008. On the basis of the strategic research programs and special research initiatives, and the quality research groupings identified in preparation for the RQF, the University will nominate and fund several areas of strategic investment over the next five years. These will reinforce fields in which Griffith University has national or international leadership or where focussed investment can realise such leadership. This is part of the *Griffith 2015* strategy, moving from the earlier broadly focussed *Top Ten* targets into a precisely focussed effort to cement the University's areas of excellence.

Since the end of 2007, the Federal Government has announced its replacement for the now-abandoned Research Quality Framework—Excellence in Research for Australia (ERA). The Deputy Vice Chancellor (Research) will introduce strategies to respond to the ERA as guidelines for its function emerge. The aim will be to optimise the outcomes for the University. Griffith will continue to lobby for the proper recognition and support for multi-disciplinary research, as it is at the heart of many of Griffith's areas of research leadership, and all efforts will be made to orient the Government

to the need to avoid its dilution and disappearance in the context of discipline-based assessment regimes. The ERA presents a good opportunity to showcase Griffith's research strengths, as long as this factor can be incorporated into the processes of assessment.

The new Commonwealth Government has signalled that it will continue with the \$6 billion Higher Education Endowment Fund. This will present universities with unparalleled opportunities to pursue research and teaching excellence on a large scale. Other initiatives, which will impact upon Griffith, include the Review of the National Innovation System, the introduction of Future Fellowships, and the Government's intention to double the number of Australian Postgraduate Awards from 4 800 to 9 600.

During 2008, the strategic research programs and established centres will be used to launch large bids for national and even international research centres and secure involvement in major schemes such as the National Collaborative Research Infrastructure Scheme (NCRIS), in alignment with the newly identified areas of strategic investment.

Research training and postgraduate education is viewed as a prime area for expansion, especially in international PhD numbers. Emphasis will also be placed

on enhancing postgraduate coursework offerings and increasing the University's postgraduate coursework student load.

The Office for Commercialisation will focus on the launch of Griffith Enterprise.

The Internationalisation of Research Strategy will provide new directions aimed at achieving more focussed and effective international research collaborations.

A policy was developed in 2007 to maximise the University's increasing ability to bid for National Health and Medical Research Council grants and will be implemented in 2008. Although the University secured \$2.4 million in NHMRC grants in 2007 against \$2.0 million the previous year, this remains a small share in a funding scheme, which distributes over \$500 million annually, and more attention will be paid to increasing the Griffith share substantially. The area of health and medical research is a major emerging one at Griffith, following the introduction of medicine and dentistry and oral health.

The year ahead offers challenges and rich opportunities to build on Griffith's research achievements and grow its national and international reputation for leading research in key areas of study.

# Performance: Learning



Studies are being undertaken to develop e-learning through the Second Life virtual world.

## Learning

Much of *Academic Plan 2* has been implemented, and new initiatives not captured in it were already under way. As a result, *Academic Plan 3: Learning for success: A plan for student learning and success at Griffith 2008–2010* was written, with wide consultation with staff, and adopted by Council. Its theme of student success reflects the University's ambition to support students to be successful at each stage of their university careers. *AP3* responds to *Griffith 2015* and the challenges arising from the external environment, seeks a more comprehensive view for learning and teaching, and links more explicitly to objectives for internationalisation and blended learning. The strategic objectives and the targets remain the same.

### Comprehensive

#### Goal

*Griffith will be a university of a size sufficient to offer a comprehensive range of programs.*

More than 11 000 students began their studies at Griffith this year, including the first intake for new programs to meet society's changing demands. The programs include electronic, computer and environmental engineering, medical science, ecological and conservation biology and a flexible business degree. 2007 was a good year for recruitment of international students to Griffith, with an increase of over 4%, bringing the international student load up to 24% of the total.

Griffith further developed its strategy for deepening and extending its relationship with TAFE institutes in our geographic region. Partnerships that develop complementary qualifications (sub-degrees) allow each institution to build its complementary strengths through specialisation, while the University meets its broader social justice, equity, research and community service objectives. For example, the new dual Diploma/Degree in Nursing gives TAFE students better part-time work prospects through registration as an enrolled nurse while taking pre-registration courses as part of their Diploma of Nursing Care Pre-enrolment. Students who complete the Diploma are guaranteed entry to the Bachelor of Nursing—Pre-registration. In 2007, over 650 students were awarded credit transfer on the basis of TAFE studies, an increase of 13% on 2006.

### Excellent

#### Goal

*Griffith will improve its performance in each of its programs in national rankings of learning and teaching quality so as to be at the national average by 2007 and in the top 30% of all universities by 2010.*

Griffith had a successful year in learning and teaching, with recognition and reward at a national level. Griffith's performance in the Carrick Institute's awards and fellowships has been outstanding with three Associate Fellowships focussed on national issues (Associate Professor Stephen Billett, Professor Amanda Henderson and Dr Heather Alexander), ten Citations for Outstanding Contributions to Student Learning and four national awards.

Associate Professor Keithia Wilson from Griffith University's School of Psychology won the Prime Minister's Award for Australian University Teacher of the Year. This achievement recognised her sustained commitment and skill in teaching and mentoring students across all years of Griffith's psychology program. Griffith continued to nurture excellence by encouraging and supporting staff through Griffith Awards for Excellence in Teaching, Faculty Learning and Teaching Citations, Grants for Learning and Teaching, Vice Chancellor's Teaching Bursaries, and Griffith E-Learning Fellowships.

Griffith's E-Learning Fellowships, to support learning and teaching through the use of educational technologies, were awarded for 2007 to:

- Associate Professor Paul Cleveland (Queensland College of Art) – myQCA virtual environment
- Dr Neil Harris (Public Health) – Collaborative learning
- Dr Debbie Heck (Education and Professional Studies) – Reflective learning portfolio
- Mr Jason Zagami (Education and Professional Studies) – e-Learning through Second Life virtual world.

As part of Griffith's commitment to the quality of the first year experience and support for first year advisors, the University extended the role of Coordinator of First Year Advisors to a full-time position from 2007, based in the Griffith Institute for Higher Education.

The *Blended Learning Strategy 2008–2010* builds on previous achievements in applications of technology to enhance student learning. The strategy suggests it is appropriate to take a strategic view of optimal use of technology in terms of the goals and objectives of *Academic Plan 3: Learning for Success*. It is informed by national and international practices.

Griffith performed well in the 2007 rankings by the Graduate Management Association of Australia, achieving:

- a 5-star rating for the Master of Business Administration for the 6th consecutive year, and
- a 4-star rating for the International MBA at the Gold Coast after just its first year.

# Performance: Learning

Griffith seeks to deal more comprehensively and effectively with academic integrity, through developmental and graduated responses to teachers' concerns about possible breaches of standard of conduct. The *Institutional framework for promoting academic integrity among students* was trialled during semester 2, and this will be extended into semester 1 in 2008. The implementation will be led by a full-time Academic Integrity Manager, and the Committee of Chairs of Assessment Boards constituted in 2007, will play a key role in evaluating the effectiveness.

A taskforce was established to examine teaching large classes. This group, drawing on academic and support service elements, identified issues and proposed solutions in the *Final Report of the Taskforce Reviewing Support for Large Classes*. Recommendations include increased administrative support for the convenors of large classes.

A new-look *Starting at Griffith Student Guide* brought together the important information to get students 'up and running'—in enrolment, orientation, finding support, and getting involved in University life. A comprehensive new students' website was launched to outline support services available. Face-to-face support was also available from first year advisors and mentors who are senior students of the University. 'Early bird' workshops helped students with academic skills. To build social connectedness there were first year barbecues in weeks 3 and 4, and transition and engagement activities in academic elements.

Commencing students at Griffith were surveyed in weeks 5–8 of both semesters, and the data showed improvements on 2006 with regard to almost all aspects of the student experience. Program-level reports were provided to senior academic managers, key findings were posted to the survey website, and the email to students from the Deputy Vice Chancellor (Academic) contained general feedback to students about the survey.

The Student Orientation and Engagement Committee promoted University-wide

support for student mentoring, resulting in the web-based suite of resources in Mentoring@Griffith. The program offers mentor training and seminars to help staff establish, manage and sustain successful mentoring programs.

## Distinctive

### Goal

*By engaging disciplines, research and its communities, Griffith will offer a 'signature' multidisciplinary learning experience by providing students with identifiable research-based learning and work-integrated learning opportunities in the majority of its courses.*

The University's Council endorsed the revised *Internationalisation Strategy*, which addresses areas not previously covered, and explains the implications of internationalisation for the way the University approaches its business. The External Review of Griffith International led to re-constitution of the key committee to become the Internationalisation Advisory Committee.

The Engaging Students in the Workplace (ESIWP) Working Party considers issues related to work-integrated learning and supports staff seeking to implement programs. Their 2006 report was

implemented through a University-wide program of staff workshops, discussions across the University community about workload profiles, and selection of a management database (SONIA) to be implemented in 2008.

The Bachelor of Information Technology @ Work, an innovative combination of on-campus study with external and summer semester courses at Logan, enables students to integrate study with employment in the information technology industry.

The Industrial Affiliates Program (IAP) expanded to include science and environmental science students, and showcased 130 projects from current students. The IAP activities enhance learning by putting academic theory into a practical setting, and ensure great work outcomes for students when they graduate. The Carrick Institute granted \$250 000 to the Australian Collaboration Education Network (ACEN) for the research project, *Work-integrated learning: A national framework for initiatives to support best practice*. Griffith's Manager of the IAP, Ms Caroljoy Patrick, is leading this first large-scale study to improve the educational experience of students across the sector.



*The Bachelor of Information Technology @ Work enables students to integrate study with employment in the IT industry.*

# Performance: Learning

## Successful

### Goal

Griffith will rank consistently in the top 30% nationally for the proportion of new graduates who are successful in obtaining full-time work and in proceeding to further study.

The Careers and Employment Service (CES) supported a range of initiatives to build student career development, and strategies to support students' job searching and career success.

- The ninth annual Recruitment and Careers Fairs in mid-March were the largest ever, with 106 companies, government departments and professional associations exhibiting at Nathan and Gold Coast.
- Job search seminars, held throughout the year at Gold Coast, Logan and Nathan, were well attended by final year students seeking job-search skills.
- CareerBoard delivers career and employment information to students and graduates, and CES tracks registration and access by individual users. More than 3000 degree-related jobs were displayed in 2007.
- Griffith again led the organisation of the International Careers Fair, a collaboration of four South-East Queensland universities, where 40 organisations exhibited and 3500 students attended.

The Industry Mentoring Program (IMP) is a key vehicle for enhancing workplace success for our students and for engaging with the employer community, with just under 400 people (employers and students) in Brisbane and the Gold Coast.

To embed extended career development activities within degree programs, the Griffith Business School (GBS) collaborated with the CES on a pilot for first year GBS students, which will then be rolled out across the School.

The GBS is working with industry to meet demand in financial planning, with two new degrees offered in 2008 to get students into industry more quickly. Through the accelerated program, students complete three semesters a year and complete a degree in two years. Through the professional program, students do some accelerated study and then study part-time as they complete an industry placement, with the advantages of salary and industry experience.

Work on Indigenous placements has again been highly successful with Griffith acknowledged as the leader among universities.

Green Steps is a Griffith program, in conjunction with the Monash Sustainability Institute and the Australian Greenhouse Office, to implement modern environmental practices. Training in waste auditing, negotiation and communication for change, and a work placement, help students gain marketable skills and find work opportunities.

CES ran a new seminar, *Beyond the PhD*, which was rated highly by the 40 current PhD students and graduates who attended.

## Outlook

Following Council's consideration of *Griffith 2015: Beyond Top 10*, a new senior executive position was established—the Pro Vice Chancellor (Learning and Student Outcomes). This position will be increasingly important in implementing key strategies in learning and the student experience, including retention, blended learning, work-integrated and research-based learning, and student equity initiatives. Professor Sue Spence was appointed to the position in November. Close attention to teaching quality includes use of student evaluation of courses and teaching, and the University continues to work to ensure that distinctive characteristics of the Griffith learning experience are embedded.

Griffith monitors its recruitment strategies closely to ensure that the University remains competitive in a very challenging environment for higher education, and takes a systematic approach to using data to inform and promote improvements in teaching, specifically with respect to revised approaches to program monitoring.



Law students competed successfully at international moot competitions.



Associate Professor Keithia Wilson won the Prime Minister's Award for University Teacher of the Year.

# Performance: Staff



Associate Professor  
Andreas Hofmann:  
Eskitis Institute for  
Cell and Molecular  
Therapies



Dr Geoff Pryde:  
Centre for Quantum  
Dynamics



Associate Professor  
Kedong Yin: Australian  
Rivers Institute



Professor Xu Yi-Chong:  
Centre for Governance  
and Public Policy,  
Griffith Asia Institute



Professor Robyn  
Zevenbergen:  
Griffith Institute for  
Educational Research



Professor Andy Bennett:  
Centre for Public Culture  
and Ideas



Professor Paul  
Scuffham:  
School of Medicine



Associate Professor  
Scott Baum:  
Urban Research  
Program

*Next phase;  
some of the  
key academic  
staff appointed  
in 2007 under  
Griffith's 'next  
phase' plan.*

## Staff

### Recruitment and retention

#### Goal

*To recruit and retain high quality staff who contribute to and strengthen the University's capability in the areas critical to the achievement of organisational goals.*

During 2007 the University's recruitment policy and related resources were completed and made available to the University community via the recruitment web site, which was designed specifically to assist selection panels in making appropriate decisions. A significant focus was placed on assisting selection panels in developing clear job advertisements to attract high quality applicants, on selection processes that would ensure that candidates fully met the requirements of the role, and on induction and orientation processes to support new staff in finding out about their role and the University. A set of online 'tool kits' were developed to support easy access to information.

During 2007, 14 'next phase' staff were employed, and the University also identified several key strategic research centre roles, and put processes in place to find high quality candidates for these positions.

### A high performance organisation

#### Goal

*The University will be a high performance organisation characterised by performance management and staff development systems which create incentives and support staff to achieve excellence in personal and organisational outcomes.*

Staff development activities placed emphasis on leadership and management development, through a number of different programs. These included forums for deans and academic managers, as well as the continuation of the Women in Leadership and Managing @ Griffith programs. A key focus for academic managers was on effectively implementing the revised academic staff performance management processes, through linking these processes clearly and directly to the achievement of the University's strategic goals in research and teaching and learning. Similarly the application of academic salary loadings was linked to evidence of high achievement in relation to strategic focuses.

### Staff diversity

#### Goal

*The University will develop a staff profile that reflects the diversity of its communities.*

Groups within the University continued to work towards the achievement of a profile that reflects appropriate gender representation at all levels and in all areas. The University again received the Employer of Choice for Women citation from the Equal Opportunity for Women in the Workplace Agency, an award it has received in seven consecutive years, and was also recognised in the Agency's Business Achievement Awards with the Diversity Leader for the Advancement of Women Award.

A new Equity and Diversity Plan was approved by Council, and implementation of the strategies contained within that plan will be the focus for groups over the next two years. The University increased the number of Indigenous Australian academics through a jointly funded program that enabled schools to employ staff on a continuing basis and provide support for completion of PhDs. Three Indigenous staff were recipients of Commonwealth Indigenous Staff Scholarships. A comprehensive checklist will be implemented when the new PeopleSoft version is activated to enable collection of data about cultural and language backgrounds of staff.

# Performance: Students



Students worked on the Hope4Health project, raising funds for various charities.

## Students

### Student quality

#### Goal

To improve the quality of the student body.

The University implemented a three-pronged strategy to attract and retain students. The first part, which improves our attractiveness to school leavers while they are still at high school, is the Griffith Connect Valued Partners program. It coordinated interactions with our partner schools, and incorporated the Logan Admissions Scheme. Griffith Connect held well-attended breakfasts on Nathan and Gold Coast campuses for principals of our Griffith Connect schools. Experience Days gave students a glimpse at university life, while science and engineering challenges presented school students with fun and practical activities. Griffith Connect also worked to improve our recruitment of OP1–6 students by encouraging advocacy in schools on our behalf.

The second part is the Sir Samuel Griffith Scholarships scheme. A review of the first year of this scheme showed its value in generating a high level of interest by applicants, schools and parents. Successfully gaining a scholarship was a significant factor to most students in coming to or staying at Griffith. For 2008, there were 543 applications (30% more than for 2007), and 63 scholarships were offered, with 20 of these reserved for partner schools. The Sir

Samuel Griffith Scholarship scheme created a four-fold increase in the number of academic scholarships, and allowed Griffith to attract academically gifted students into a broader range of programs across all campuses.

The third part of this strategy is the Griffith Honours College, which provides enriched educational experiences for high-achieving students once they are enrolled, that supplement their undergraduate studies. The Griffith Honours College is the first of its kind in Australia. In 2008, Honours College experiences will include mentoring and leadership skills, which will be offered to 140 students who have demonstrated leadership and achieved an OP1–3. A key element of its success is the creation of a high calibre 'Virtual Faculty', which comprises innovative and creative thinkers across the disciplines, who develop opportunities that not only engage students in their learning but also increase their sense of belonging to the University community.

These three strategies have been implemented to enable Griffith to meet its goal of attracting and retaining high-achieving students. The applications for 2008 delivered increases in first and total preferences of 10% and 15% respectively.

Another strategy to attract high-achieving students is exemplified by the accelerated Bachelor of Medical Science. In this two-year intensive program,

students are prepared for access to a medical degree that they can complete in a total of six years.

Griffith extended its collaboration with Education Queensland in a three-year project to develop teachers in science education through the Science Centre for Innovative Professional Practice (SCIPP). The concept will operate state-wide, but was modelled on Griffith's efforts to provide school students with extension activities, while teachers on secondment assisted in professional development for Griffith. The Queensland Academy for Health Sciences (QAHS), developed by Education Queensland in partnership with Griffith, was constructed on the southern precinct of the Gold Coast campus. The building is designed for up to 450 students who will be studying the curriculum of the International Baccalaureate diploma. Griffith and industry partners will provide enrichment activities for QAHS students and acceleration into some degrees.

### Student diversity

#### Goal

To expand the diversity of the student body.

The *Griffith University Equity and Diversity Plan 2007–2010* was published in 2007 containing new targets and strategies for equity and diversity, aligned with the *Strategic Plan*. These focus on improving outcomes for low socio-economic status (SES), Indigenous Australian, non-English-speaking background students, and students with a disability. The *Disability Action Plan 2007–2011* was also finalised for University Council approval in 2008.

As required by the *Equity and Diversity Plan*, Griffith arranged an external review of the effectiveness of its low-SES strategies in late 2007 that will continue into 2008.

Griffith continued to deliver an established suite of outreach, pathways, financial, transition and other specialised support programs to disadvantaged students. These include Uni-Reach, Alternative Entry, the Uni-Start Equity Admissions

# Performance: Students

and Scholarships Scheme, Uni-Key and the Chancellor's Scholarship scheme.

Specific initiatives for 2007 included:

- the official launch of the *Griffith Statement on Reconciliation* and practical demonstrations of respect for Indigenous Australian peoples and cultures
- realignment of the GUMURRII Student Support Unit to re-focus efforts and resources on Indigenous student engagement
- successful applications for Department of Education, Science and Training (DEST) funding for a Pathways Project and a Cross-sectoral Lighthouse Project, both focussing on supporting Indigenous students into further education
- a review of Griffith's Equity Scholarships, which confirmed these as a valuable student retention strategy
- development of a partnership agreement with The Smith Family as a low-SES student strategy
- continuing strong performance with student employment placements in the National Indigenous Cadetship Program (104 cadets in 2003–2007)
- implementation of a pilot project with students from a Pacific

Islander background at a local high school to address issues of under-representation in higher education

- a presentation by Mr Graeme Innes, Human Rights Commissioner with the Human Rights and Equal Opportunity Commission on The Disability Standards for Education 2005.

Griffith's work in supporting students who are deaf or hearing impaired was recognised by the award of:

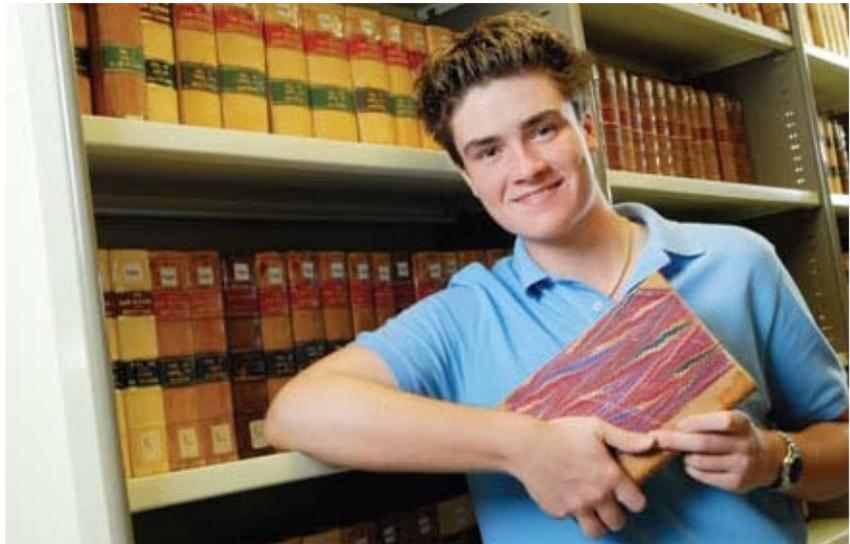
- a Carrick Citation for 21 years of outstanding support facilitating the

access and achievement of deaf students in higher education, and

- a Carrick Award for Teaching Excellence for Services Supporting Student Learning.

Further, the Indigenous Law Program was invited by DEST to feature as a higher education case study in its National Report to Parliament (2005)<sup>1</sup>.

1. See [http://www.dest.gov.au/sectors/indigenous\\_education/publications\\_resources/profiles/National\\_Report\\_Parliament\\_Indigenous\\_2005.htm](http://www.dest.gov.au/sectors/indigenous_education/publications_resources/profiles/National_Report_Parliament_Indigenous_2005.htm)

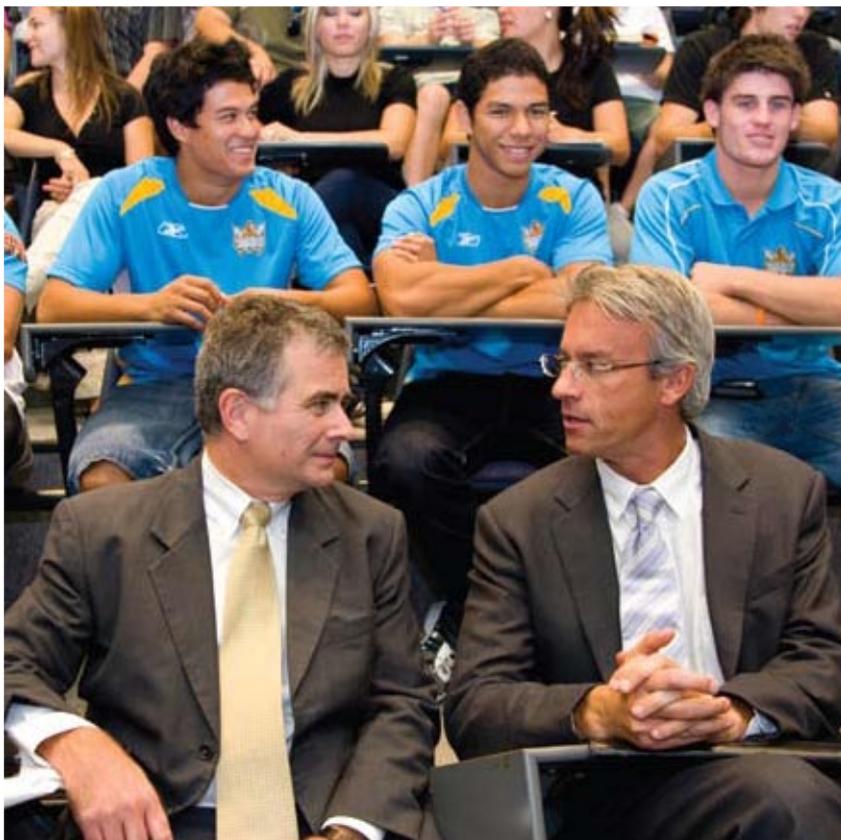


Sir Samuel Griffith Scholarship holder Tom Power.



Left to Right: Philippa Grieg (Brisbane Girls Grammar School) and Matthew McDonald (Nyanda State High School), winners of the Griffith Connect Valued Partners Program Professional Development Scholarships.

# Performance: Funding



Vice Chancellor Ian O'Connor with National Rugby League CEO David Gallop (right) at the launch of the Gold Coast Titans partnership with Griffith.



Signing of agreement with the Indonesian government for the Centre for Sustainable Development in Indonesia.

## Funding

The 2006–2010 Strategic Plan makes three commitments in relation to strategy surrounding the topic of funding.

### Commitment 1:

*Aligning financial resources with key activities and goals.*

Groups and support elements are required to produce and report on operational plans, budget principles and on budgets consistent with the achievement of the key performance indicators. A target of five percent of the University's total operating fund has been set to be allocated to the Vice Chancellor's strategic development fund.

### Commitment 2:

*Efficient use of existing resources.*

The University will continue to streamline its administrative and support processes (Project Streamline) enabling staff to focus more effectively on pursuing the University's core objectives. All areas of the University are required to review their expenditure with a view to identifying savings that can be re-allocated to achieve the University's strategic objectives. Each group explicitly sets aside a proportion of its budget for strategic initiatives.

### Commitment 3:

*Expanding the resource base.*

The University's overall objective is to increase its total income and to diversify its sources of funding at every level, especially the proportion of funds obtained from sources other than Commonwealth funding for student load. Resources can be increased from five sources:

- Commonwealth Grants Scheme
- research grants
- business activities
- tuition fees
- philanthropic and special grants, which will entail a development strategy.

# Performance: Physical facilities and information resources



The new Griffith Film School officially opened in 2007.

## Physical facilities and information resources

The 2006–2010 Strategic Plan gives four strategic commitments in relation to the topic of physical facilities and information resources.

### Research space and facilities

#### Commitment 1:

*Review allocation and management of research space and facilities to determine how to best align them with achieving the University's research goals.*

Following a major review of research space in 2006, and adjustments to laboratory use, the allocation of such space is kept under review by the Deputy Vice Chancellor (Research) and the Group Pro Vice Chancellors. Research space needs were also considered as part of the development of the new Capital Management Plan 2008–2010.

### Campus Enhancement Scoping Project

#### Commitment 2:

*Undertake a Campus Enhancement Scoping Project to identify future options for campus developments and its financing.*

A Nathan Task Force chaired by the Deputy Vice Chancellor (Academic) reviewed a range of issues related to the campus including possible physical enhancements as well as the academic profile. The task force will report in the first half of 2008.

### Capital Management Plan

#### Commitment 3:

*Review the Capital Management Plan and present to Council a revised plan for 2007–2010.*

A new Capital Management Plan 2008–2010 was developed after wide review of campus needs and was approved by Council in December.

### Electronic infrastructure

#### Commitment 4:

*Review the Electronic Infrastructure Capital Plan on an annual basis to reflect changing priorities and accommodate emerging technologies.*

The Electronic Infrastructure Capital Plan is reviewed on a continuing basis through five program boards, each of which governs a portfolio of projects. Funding priorities are reassessed as new technologies that have potential to address strategic objectives emerge.

A significant review of electronic infrastructure needs was carried out in 2007 as part of the development of a new Capital Management Plan 2008–2010.

# Other governance reports



Griffith presented *I, Orpheus* as an outdoor iPod opera in 2007.

## Organisational reviews

Griffith University continued the formal process of reviewing faculties and support service divisions, in line with the review processes adopted and approved by Council in May 2003. During 2007, five reviews were conducted.

The Department of Accounting, Finance and Economics, the Faculty of Arts and Griffith Health were reviewed under the faculty review process. The purpose of faculty reviews is to improve the academic planning and performance of faculties through a continuing cycle of self assessment, benchmarking, critical reflection, forward planning and internal/external peer review. Support service divisions reviewed during 2007 included the Office of Facilities Management and Griffith International. These reviews assist in establishing improved processes and performance outcomes which contribute to the achievement of the University's Strategic Plan goals and objectives.

In all cases, the review process involved the relevant unit conducting a self-evaluation based on agreed terms of reference, leading to completion of a review submission. The preparation of the review submission provides an opportunity for critical self-assessment and analysis of the unit's performance, and enables the identification of areas for improvement and, importantly, a clear plan for future action.

An independent review committee is responsible for providing an objective assessment of the unit's self review and for making recommendations for future action and development. The review committee's membership includes key external leaders in the relevant field who provide expert advice on performance and direction.

Executive Group, then Academic Committee, initially considers reports from the reviews, together with implementation plans prepared by the relevant unit in response to the recommendations included in the review report, before these documents are presented to the University Council for endorsement.

Areas reviewed are required to present 12- and 18-month progress reports for submission to Executive Group, Academic Committee and University Council.

## Audit Committee

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

The Audit Committee membership comprises:

- the chairperson, appointed by the Council
- two Council members appointed by the Council
- two members appointed by Council with expertise in auditing and/or accounting.

None of the members of the Audit Committee may be staff or students of the University. The Audit Committee approves and monitors internal audit activities. It also reviews and approves the internal audit strategy and the annual audit plan, prepared by the Internal Auditor after consultation with management at various levels.

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

responses, and advises the University Council, as appropriate.

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

## Risk management

Risk Management is an integral component of the University's efficient operation. It enables the University to identify and manage significant business risks that could materially impact on its operations.

These operations include financial management, insurance, physical infrastructure maintenance, security, workplace health and safety, systems infrastructure, maintenance and management, and project risk management.

The key strategic risks were reviewed during the year and were confirmed as still relevant. The Risk Management Action Plan was reviewed and updated.

## Health and safety (H and S)

The highlights of the year have been:

- H and S responsibilities incorporated in position descriptions for academic managers
- H and S on school and faculty committee agendas
- H and S responsibilities of course convenors clearly articulated, in role statements and on course outlines
- a reduction of workers' compensation premium by 28%
- two successful H and S forums
- an increased academic representation on campus H and S committees
- health and safety promotions to coincide with Fire Safety Awareness Week and Safe Work Week
- free 'flu vaccinations administered to 1051 staff
- papers presented at Australian Universities Safety Association conference on GriffithSAFE and online training.

# Other governance reports

## Public Sector Ethics Act

Under its obligations set out in the *Public Sector Ethics Act 1994* Griffith has developed and implemented a Code of Conduct. The code sets out the University's expectation that all staff will behave professionally and with respect and consideration for others. An online training program about the code and its application is part of the staff induction program and it also forms part of the University's Supervisor Essential Series staff development program.

## Information privacy

In 2002, the Queensland Government approved new information standards for collecting and managing personal information in the Queensland public sector and in certain statutory bodies and government-owned corporations.

In accordance with Information Standard No. 42, Griffith developed a Privacy Plan for publication on the University's website in 2002.

In line with previous practice, in 2007 the University reviewed and updated this plan and encouraged staff to familiarise themselves with the privacy website.

## Freedom of Information

Section 108 of the *Freedom of Information Act 1992* ('FOI Act') requires the State Government Minister responsible for administering the FOI Act to prepare an annual report on the operation of the FOI Act, and to table that report in the Legislative Assembly following the end of each financial year. The University (an 'agency' under the FOI Act) is required to provide input into that report.

In mid-2007, the University reported on the number of FOI applications received by it between 1 July 2006 and 30 June 2007. During that period, the University received eleven (11) applications to access University documents under the FOI Act. Five (5) applications concerned the personal affairs of the applicants, and six (6) applications were non-personal applications.

By way of comparison, the University's 2005-06 report recorded that it received

eight (8) personal applications and three (3) non-personal applications to access documents under the FOI Act between 1 July 2005 and 30 June 2006.

## Whistleblowers disclosures

Under the *Whistleblowers Protection Act 1994*, Griffith University must report annually (as an inclusion in its Annual Report) on the number of disclosures made in accordance with the Act and the number of disclosures verified. In 2007, no disclosures were made.

## Griffith Medical Research Institute

The Griffith Medical Research Institute (GMRI) is a registered public company, limited by guarantee and unlisted on the Stock Exchange.

Incorporated on 20 October 1990 using powers granted under Section 65 of the *Griffith University Act*, GMRI does not have a share capital and has been dormant since incorporation.

The Memorandum of Association objectives state that GMRI was established not only to develop and operate a centre for medical research and associated activities, but also to commercially realise such research and apply the proceeds towards the centre's objectives.

As a controlled entity, GMRI is subject to audit by the Auditor-General.

## Sano Seno Pty Ltd

Sano Seno Pty Ltd is a registered public company, limited by shares and unlisted on the Stock Exchange.

The company was incorporated on 16 October 2006 exercising the powers granted under Section 65 of the *Griffith University Act*.

Sano Seno Pty Ltd was established to develop and commercialise a new approach for the treatment of breast cancer. The technology, which has been developed by Griffith University

scientist, Dr Derek Kennedy, provides a path to detecting breast cancers which are at most risk of becoming aggressive and triaging them appropriately. The technology is at an early stage of development and a key objective of the company will be to raise significant additional capital to take the technology to the market.

As a controlled entity, Sano Seno Pty Ltd is subject to audit by the Auditor-General.

## Gold Coast Innovation Centre Ltd

Gold Coast Innovation Centre Ltd is a registered public company, limited by guarantee and unlisted on the Stock Exchange. It was incorporated on 27 September 2007 using powers granted under Section 65 of the *Griffith University Act*.

Gold Coast Innovation Centre Ltd was established to encourage the growth of and to mentor emerging technology enterprises in Queensland, and to provide support and incubation services and facilities to emerging technology enterprises in Queensland to assist them in the development and commercialisation of their technology.

As a controlled entity, Gold Coast Innovation Centre Ltd is subject to audit by the Auditor-General.

## Information systems

The University uses the Oracle PeopleSoft ERP system for its enterprise information systems. This includes PeopleSoft Finance version 8.4, PeopleSoft Enterprise Portal version 8.9 and PeopleSoft Higher Education Integrated Human Resource and Student Administration version 7.6.

# Financial Summary

## Overall result

Financial performance for the 2007 financial year is pleasing with a significant increase in the operating surplus, a sound balance sheet with increased net assets, and an improved positive cash flow to adequately cover both operating and capital funding requirements.

The net operating result for 2007, a surplus of \$57.6m, is significantly higher than the \$24.3m surplus recorded for 2006. This is partly due to the inclusion of irregular capital-related funding as revenue, which only impacts expenditure in future years as depreciation expenditure increases. Total revenue increased by \$52.4m (10.9%) from \$480.5m to \$532.9m. The main reasons for the increase are an additional \$22.4m from Australian Government grants (including funding to cover increased student numbers, cluster funding rate changes, and an increase in HECS-HELP student loan contributions), and an increase of \$13.3m in student fees and charges. State and local government financial assistance is normally received for one-off projects and although there was a net reduction in funding from this source of \$3.7m for 2007 it did include the impact of including interest free Smart State Loan funds at their fair value for the first time. Total expenditure increased by \$19.1m (4.2%) from \$456.2m to \$475.3m. The lower level of increase in expenditure compared to income contributed to the higher operating surplus. The overall increase in expenditure is mainly due to increases in employee related expenses of \$10.1m, depreciation and amortisation of \$2.5m, impairment of assets of \$4.2m (provisions for doubtful student debt and specific shareholdings), and other expenses of \$3.6m.

The balance sheet reflects the continuing growth of the University with equity (net assets) increasing by \$141.1m (32.4%) from \$900.9m in 2006 to \$1042m in 2007. This is attributed to an increase in total assets of \$138.4m (12.7%), offset by a decrease in total liabilities of \$2.8m (1.5%). The overall increase in assets this year is due to higher levels of cash and cash equivalents, increased receivables, expenditure on property, plant and equipment, and the revaluation of land and buildings. The main reason for the decrease in liabilities is the reduction in the non-current borrowings liability. This reduction is predominantly due to the treatment of interest free Smart State Loans, which were valued at fair value resulting in an increase in State government grant revenue and a decrease in the loan liability.

Short-term liquidity (ratio of current assets to current liabilities) increased to 1.07 in 2007 from 0.74 in 2006. In addition to having sufficient liquidity to meet current obligations the University has adequate approved borrowing facilities in place to meet any unforeseen short-term financial commitments. It is also worth noting that the current liquidity position could be considered conservative as a significant proportion (\$30.4m) of the current provisions of \$47.6m (mainly employee entitlements for recreation and long service leave) would not expect to be settled within the next 12 months based on historical trends of staff leave balances.

The scope for growth in traditional income sources seems very limited with no new places or increased funding rates, no further funding for workplace reforms, and HECS increases having now been fully implemented. It is also not clear whether the Australian Labor Party's previously announced policy to prohibit increasing student HECS contributions above the

base level will be maintained by the Rudd government and whether there would be increased Commonwealth funding to offset this loss of income. The future research funding changes are still to be determined with confirmation that the Research Quality Framework will not be pursued but will be replaced with a new Research Assessment Framework. We also need to consider what funding opportunities will arise from the new Higher Education Endowment Fund and how we can maximise our share of this new revenue stream.

## Sources of operating revenue

The Federal Government continued to provide a large portion of the University's operating revenue. Direct grants of \$202.7m (\$180.3m in 2006) and student loan contributions through the Higher Education Contribution Scheme and FEE-HELP loan programmes of \$97.4m (\$88.4m in 2006), accounted for 56.3% (55.9% in 2006) of total operating revenue. Of the direct federal grants, \$147.9m or 27.7% (\$139.4m or 29.0% in 2006) of total operating revenue was received for core operating purposes.

Overall revenue derived from non-government sources increased from \$189.9m (39.5%) in 2006 to \$214.7m (40.3%) in 2007, with income from student fees and charges of \$139.3m (\$126m in 2006) being the most significant. Course fees and charges remains the largest single source of non-government revenue for the University. The balance is made up of other grants, including research grants and consultancy and contract research. Other items include donations and bequests, investment income and gains on disposal of assets.

A breakdown of the major sources of operating revenue is shown in the table.

	2007	2007	2006	2006
	\$m	%	\$m	%
Direct Grant	202.7	38.0	180.3	37.5
HECS/FEE Help	97.4	18.3	88.4	18.4
<b>Total Federal Government</b>	<b>300.1</b>	<b>56.3</b>	<b>268.7</b>	<b>55.9</b>
State and Local Government	18.1	3.4	21.9	4.6
Non-government	214.7	40.3	189.9	39.5
<b>Total</b>	<b>532.9</b>	<b>100.0</b>	<b>480.5</b>	<b>100.0</b>

## Capital funding

The University continued to invest significant resources in the capital development program, under which about \$108.5m is committed to the expansion of buildings and infrastructure between 2008 and 2010. Of this, \$32.9m will be expended on the Gold Coast campus (including the hospital site), \$33.0m on refurbishment of the Mt Gravatt and Nathan campuses, and \$1.0m towards the installation of water saving devices across all campuses. A further \$36.5m is earmarked for electronic infrastructure at the various campuses.

In 2007 the University received \$12.0m (\$11.3m in 2006) as Federal Government capital roll-in funding and allocated \$11.9m (\$12.5m in 2006) from fee-paying student income for capital purposes. Federal Government development pool funding of \$2.1m was received.

During 2007 a total of \$58.4m (\$65.6m in 2006) was spent on capital expenditure for property, plant and equipment. Major refurbishment based capital works and upgrading of infrastructure, including electronic infrastructure, is continuing on all campuses.

## Investments

Funds available for investment during 2007 fluctuated as net funds available from operating activities and the continuing expenditure on the capital program are cyclical by nature. The University ended 2007 with cash or cash equivalent funds of \$78.2m (\$51.6m in 2006) and interest income for 2007 of \$6.8m exceeded the \$5.5m received in 2006.

With the approval of a new refurbishment-focused capital development program for 2008–2010, further draw down of approved external loans are planned and will be utilised to fund these requirements. Again, funding available for investment is expected to fluctuate during the year based on cash flow. It is expected that significant retained operational cash balances will be utilised throughout 2008, but to an extent this will be offset by increased drawings on the approved external debt that funds the capital program.

## New developments

In 2006 a new budget methodology was developed, closely aligned with the strategic priorities of the University. Continuing this methodology, the triennial budget for 2008–2010 was delivered, using updated student numbers and performance indicators.

After a detailed review of the University's physical and electronic infrastructure, as well as the capacity of the University for further strategic asset investment, *The Capital Management Plan 2008–2010* was developed and approved by Council. In line with the strategic priorities, the emphasis shifted from significant investment in new buildings to reinvigoration and refurbishment of the existing capital stock.

Opportunities for revenue generation were actively sought, including reviews of a number of potential new programs both on and offshore and fee levels were reviewed against market norms and adjusted.

2007 saw the realisation of some major projects funded through the federal workplace productivity program. These included the development of an operating diagnostic and strategic costing model to assess the level of resource alignment in achieving the strategic objectives of the University, as well as progress towards a data warehouse. Further program funding was gained to review and increase the efficiency of processes in the area of revenue collection from international students, utilisation of web based tools for transaction processing, improvements to management reporting and a review of business models. As part of the ongoing Project Streamline initiative to continually review and streamline our business processes the University travel and leave policy and procedures underwent significant changes and included the implementation of a streamlined online booking system for domestic travel.

## Future directions

During 2007 the University reassessed its strategic direction and, building on the progress so far in meeting the outcomes of the *Griffith Project*, adjusted its direction as outlined in *Griffith 2015: implementing the vision*. Its focus is to invest in and promote our areas of strength in research and teaching and to ensure that each of our campuses offers a distinct value proposition. It will shift the aspirations of the University from towards the top of the second tier in Australia across the University, to being top tier in selected areas internationally.

As a consequence of new government policy, the Research Quality Assessment Framework was abandoned and is to be replaced by an assessment framework based on metrics and quality measures appropriate to each discipline. As such, extensive work on research related data collection and measurement continues.

In 2008 the University will have its second AUQA audit, focussing on supporting student success and internationalisation, as well as following up on progress made with implementing recommendations from the previous audit.

As a consequence of the above and ever increasing costs of labour and materials, the University continues to experience significant challenges in resolving budget pressures and responding to its ever changing external environment. In 2008, the University budget methodology will be reviewed to ensure it promotes and supports the necessary resource alignments in meeting the requirements of *Griffith 2015: implementing the vision*.

# Financial Statements

Financial Statements for the year ended 31 December 2007

## Contents

Certificate of Griffith University	25
Income Statement	26
Balance Sheet	27
Statement of Changes in Equity	28
Cash Flow Statement	29
Notes to the Financial Statements	30
1. Summary of significant accounting policies	30
2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programmes	38
3. State and Local Government financial assistance	39
4. Fees and charges	40
5. Investment income	40
6. Royalties, trademarks and licences	40
7. Consultancy and contracts	40
8. Other revenue	40
9. Employee related expenses	41
10. Depreciation and amortisation	41
11. Repairs and maintenance	41
12. Finance costs	42
13. Impairment of assets	42
14. Other expenses	42
15. Tax expense	42
16. Cash and cash equivalents	42
17. Receivables	43
18. Other financial assets	43
19. Property, plant and equipment	45
20. Intangible assets	46
21. Premium on leased property	46
22. Other non-financial assets	47
23. Trade and other payables	47
24. Borrowings	47
25. Provisions	48
26. Other liabilities	48
27. Reserves and retained surplus	49
28. Financial risk management	50
29. Key management personnel disclosures	54
30. Remuneration of auditors	55
31. Reportable losses	55
32. Prescribed special payments	55
33. Contingencies	55
34. Commitments	56
35. Superannuation Commitments	57
36. Subsidiaries	59
37. Investments in associates	59
38. Events occurring after the balance sheet date	59
39. Reconciliation of operating result after income tax to net cash flows from operating activities	59
40. Expenditure on external consultants	60
41. Acquittal of Australian Government financial assistance	61
Auditor's Report	70

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## CERTIFICATE OF GRIFFITH UNIVERSITY

The annual financial statements have been prepared pursuant to the provisions of the *Financial Administration and Audit Act 1977* and other prescribed requirements and we certify that -

- (a) the financial statements with other information and notes to and forming part thereof are in agreement with the accounts and records of Griffith University;
- (b) in our opinion -
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
  - (ii) the financial statements are prepared in accordance with applicable Accounting Standards and the Department of Education, Employment and Workplace Relations Guidelines and represent a true and fair view of the transactions of Griffith University for the period 1 January 2007 to 31 December 2007 and of the financial position as at 31 December 2007;
  - (iii) at the time of certification, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;
  - (iv) the amount of Australian Government financial assistance expended during the year was used for the purpose for which it was provided;
  - (v) the University has complied with the applicable legislation, contracts, agreements and programme guidelines in incurring expenditure in respect of Australian Government financial assistance.



L FORDE AC  
Chancellor



I O'CONNOR  
Vice-Chancellor



R V SRINIVASAN  
Director  
Finance and Business Services

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Consolidated Income Statement for the year ended 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>Revenue from continuing operations</b>			
Australian government financial assistance			
- Australian government grants	2	202,762	180,315
- HECS-HELP – Australian government payments	2	87,218	81,010
- FEE-HELP	2	10,154	7,373
State and local government financial assistance	3	18,146	21,875
HECS-HELP – student payments		13,515	12,320
Fees and charges	4	139,328	125,992
Investment income	5	6,767	5,539
Royalties, trademarks and licences	6	368	89
Consultancy and contracts	7	27,900	24,841
Other revenue	8	25,682	21,458
Total revenue from continuing operations		<u>531,840</u>	<u>480,812</u>
Gains/(losses) on disposal of assets		1,125	(292)
Total revenue and income from continuing operations		<u>532,965</u>	<u>480,520</u>
<b>Expenses from continuing operations</b>			
Employee related expenses	9	288,063	277,945
Depreciation and amortisation	10	37,400	34,852
Repairs and maintenance	11	11,985	13,494
Finance costs	12	4,315	4,385
Impairment of assets	13	4,600	196
Other expenses	14	128,952	125,344
Total expenses from continuing operations		<u>475,315</u>	<u>456,216</u>
Operating result before tax		<u>57,650</u>	<u>24,304</u>
Tax expense	15	2	7
Operating result from continuing operations		<u>57,648</u>	<u>24,297</u>
Operating result after tax for the year		<u>57,648</u>	<u>24,297</u>
Attributable to:			
Parent entity		57,676	-
Minority interest		(28)	-
Operating result after tax for the year		<u>57,648</u>	<u>-</u>

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

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Consolidated Balance Sheet as at 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	78,202	51,565
Receivables	17	28,588	14,977
Inventories		964	921
Other financial assets	18	10,271	11,168
Other non-financial assets	22	3,778	747
<b>Total current assets</b>		<b>121,803</b>	<b>79,378</b>
<b>Non-current assets</b>			
Receivables	17	-	52
Property, plant and equipment	19	1,085,564	983,385
Intangible assets	20	11,626	14,974
Other financial assets	18	1,303	4,071
Premium on leased property	21	6,988	7,056
<b>Total non-current assets</b>		<b>1,105,481</b>	<b>1,009,538</b>
<b>Total assets</b>		<b>1,227,284</b>	<b>1,088,916</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	23	23,533	21,933
Borrowings	24	9,914	9,917
Provisions	25	47,593	49,319
Other liabilities	26	32,618	26,771
<b>Total current liabilities</b>		<b>113,658</b>	<b>107,940</b>
<b>Non-current liabilities</b>			
Trade and other payables	23	571	1,143
Borrowings	24	62,359	70,629
Provisions	25	8,520	8,258
<b>Total non-current liabilities</b>		<b>71,450</b>	<b>80,030</b>
<b>Total liabilities</b>		<b>185,108</b>	<b>187,970</b>
<b>Net assets</b>		<b>1,042,176</b>	<b>900,946</b>
<b>EQUITY</b>			
<b>Parent entity interest</b>			
General reserves	27	15,843	17,601
Asset revaluation reserve	27	548,844	465,372
Retained surplus	27	477,379	417,973
<b>Total parent entity interest</b>		<b>1,042,066</b>	<b>900,946</b>
Minority interest		110	-
<b>Total equity</b>		<b>1,042,176</b>	<b>900,946</b>

The above Balance Sheet should be read in conjunction with the accompanying notes.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Statement of Changes in Equity For the year ended 31 December 2007

	Notes	2007 \$000	2006 \$000
Total equity at the beginning of the financial year		900,946	794,341
Gain/(loss) on revaluation, net of tax, of:			
Buildings	27	64,386	43,440
Infrastructure and other plant and equipment	27	8,144	5,011
Land	27	10,942	33,857
Net income recognised directly in equity		<u>83,472</u>	<u>82,308</u>
Operating result for the year		<u>57,648</u>	<u>24,297</u>
Total recognised income and expense for the year		<u>141,120</u>	<u>106,605</u>
Minority interest		110	-
Total equity at the end of the financial year		<u><u>1,042,176</u></u>	<u><u>900,946</u></u>

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

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Consolidated Cash Flow Statement for the year ended 31 December 2007

	Notes	2007 \$000	2006 \$000
<b>Cash flows from operating activities</b>			
Australian government grants received	2(g)	300,158	273,312
State and local government grants received		17,979	22,086
HECS-HELP – student payments		14,225	12,408
Receipts from student fees and other customers		212,466	184,129
Dividends received		291	541
Interest received		6,498	5,348
GST recovered/paid		6,926	9,876
Payments to suppliers and employees (inclusive of goods and services tax)		(468,079)	(431,070)
Interest and other costs of finance		(4,315)	(4,385)
Income taxes paid		(16)	(18)
<b>Net cash provided by/(used in) operating activities</b>	39	<b>86,133</b>	<b>72,227</b>
<b>Cash flows from investing activities</b>			
Payment for property, plant and equipment and intangible assets		(52,142)	(62,253)
Proceeds from sale of property, plant and equipment and intangible assets		4,913	1,321
Proceeds from sale of financial assets		-	59
Repayment of loans by related parties		(4,755)	(1,337)
Payments for other financial assets		(198)	(186)
<b>Net cash provided by/(used in) investing activities</b>		<b>(52,182)</b>	<b>(62,396)</b>
<b>Cash flows from financing activities</b>			
Proceeds from borrowings		1,750	20,726
Repayment of borrowings		(10,023)	(8,704)
Equity contribution		110	-
<b>Net cash provided by/(used in) financing activities</b>		<b>(8,163)</b>	<b>12,022</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>25,788</b>	<b>21,853</b>
Cash or cash equivalents at the beginning of the financial year		62,733	40,842
Effects of exchange rate changes on cash and cash equivalents		(48)	38
<b>Cash or cash equivalents at the end of the financial year</b>	16	<b>88,473</b>	<b>62,733</b>

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

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the year ended 31 December 2007

## NOTE 1

### Summary of significant accounting policies

#### Financial reporting framework

Griffith University is constituted under the *Griffith University Act 1998* and is a statutory body within the meaning given in the *Financial Administration and Audit Act 1977*.

The financial statements are a general purpose financial report and have been prepared in accordance with the *Griffith University Act 1998*, the *Financial Management Standard 1997* issued under Section 46L of the *Financial Administration and Audit Act 1977*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board.

The format of the financial statements is consistent with the requirements of the *Financial Statement Guidelines for Australian Higher Education Providers for the 2007 Reporting Period* issued by the Department of Education, Employment and Workplace Relations.

The financial statements are prepared on an accruals basis in accordance with the historical cost convention, except for certain assets, which, as noted, are at valuation. Unless otherwise stated, the accounting policies are consistent with those of the previous year. A summary of significant accounting policies adopted by the University in the preparation of the financial statements is provided under a separate heading.

#### Compliance with IFRS

The financial statements and notes of the University comply with the Australian Accounting Standards, some of which contain requirements specific to not-for-profit entities that are inconsistent with International Financial Reporting Standards.

#### Critical Accounting Estimates

University Management has made no judgements 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 judgements affecting depreciation, impairment and revaluation of assets as described in this Note.

#### Changes in Accounting Policy

In 2007, the University made an accounting policy change with regard to the asset recognition of library collections by choosing to adopt the revised Section 13 *Accounting for Library Collections* policy contained in the *Queensland Government's Non-Current Asset Policies for the Queensland Public Sector*. This accounting policy change resulted in the reclassification of all library collection assets as "common use", except heritage and cultural collections, and a requirement to fully expense them in the year of purchase. The financial statements of 2006 have been restated to reflect this change in accounting policy. There is no effect in 2007 as all library purchases have been treated in line with this policy change. See the table below for financial impact of this change.

The University has changed accounting policy in relation to the current/non-current classification for provisions to comply with AASB 101 *Presentation of Financial Statements*. This has affected the current/non-current classification of the provisions for recreation leave and long service leave. The University has determined that it does not have an unconditional right to defer settlement of accrued recreation leave, or long service leave accrued after 9 years of service, and has classified these liabilities as current. The financial statements of 2006 have been restated to reflect this change in accounting policy. There is no effect in 2007. The University has also changed the presentation of recreation leave expenditure and long service leave expenditure and the cash and accrual amount of these two items is now included in Employee Benefits split between academic staff and general staff. Previously only the cash amount had been included in Employee Benefits and the accrual amount reflected as 'Transfer to Provision' in other expenditure. The Net Operating Result adjustment results from the removal of the projected EBA increase and discounting of cash flows that were previously applied to non-current recreation leave. See the table below for the financial impact of this change.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

### Correction of Prior Period Error

In 2005 the University was awarded a number of Smart State loans which were initially recognised at cost. A review of *AASB 139 Financial Instruments: Recognition and Measurement* has resulted in changing the recognition to fair value. Fair value equals the Net Present Value of expected future cash payments to be made, discounted using the 15 year Treasury Fixed Coupon Bond rate. The difference between the fair value of borrowings and the proceeds received has been recorded in the income statement as part of the State Government financial assistance. In future years this amount will be expended as the fair value comes to represent the redemption value of the loan.

Following the repayment of 2/3 of the loan, the remaining 1/3 will be forgiven, provided the University has met its obligations under the Loan Agreements. For further detail on the obligations to be met see Note 28. The University believes that it will meet these obligations and has therefore restated the loan to reflect the net present value of the amounts that are expected to be repaid. Effective interest is charged to the income statement over the period of the borrowings and recognises any difference between the fair value of borrowings at inception and the redemption amount.

See the table below for the financial impact of this error.

### 2006 Restated Comparatives for Changes in Accounting Policy and Correction of Prior Period Error

		The effect of the change on 2006 \$'000
<b>Income statement adjustments</b>		
2006 Operating result as previously reported		20,928
<i>Adjustments as a result of the change in accounting policy for library collections</i>		
Decrease in other income	(1,040)	
Increase in other expenses	(3,354)	
Decrease in depreciation	4,530	136
<i>Adjustments as a result of the change in accounting policy for current/non-current provision</i>		
Increase in employee related expenses	(6,877)	
Decrease in other expenses	7,039	162
<i>Adjustment as a result of the correction of prior period error in accounting treatment of Smart State loans</i>		
Increase in State and local government financial assistance		3,071
2006 Operating result as reported in 2007 financial statements		24,297
<b>Balance sheet adjustments</b>		
2006 Equity as previously reported		940,334
<i>Adjustments as a result of the change in accounting policy for library collections</i>		
Decrease asset revaluation reserve	(216)	
Increase in 2006 retained surplus	136	
Decrease retained surpluses as at 1 January 2006	(41,464)	
Decrease reserves as at 1 January 2006	(1,077)	(42,621)
<i>Adjustments as a result of the change in accounting policy for current/non-current provision</i>		
Increase in 2006 retained surplus		162
<i>Adjustment as a result for the correction of prior period error in accounting treatment of Smart State loans</i>		
Increase in 2006 retained surplus		3,071
2006 Equity as reported in 2007 financial statements		900,946

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the year ended 31 December 2007

## 2006 Restated Comparatives for Changes in Accounting Policy and Correction of Prior Period Error (continued)

		The effect of the change on 2006 \$'000
<b>Balance sheet adjustments (continued)</b>		
2006 Net assets as previously reported		940,334
<i>Adjustments as a result of the change in accounting policy for library collections</i>		
Decrease in property, plant and equipment		(42,621)
<i>Adjustments as a result of the change in accounting policy for current/non-current provision</i>		
Increase in current liabilities (provisions)	(29,542)	
Decrease in non-current liabilities (provisions)	29,704	162
<i>Adjustment as a result of the correction of prior period error in accounting treatment of Smart State loans</i>		
Decrease in non-current liabilities (borrowings)		3,071
2006 Net assets as reported in 2007 financial statements		900,946

### Significant accounting policies

#### (a) Comparative figures

Where applicable the comparative figures have been restated to reflect the current year's accounting policies. Where necessary, comparative figures have been adjusted to conform to changes in presentation reflected in the current year.

#### (b) Revenue recognition

Revenue is recognised when it is probable that the economic benefits associated with the transaction will flow to the University and can be reliably measured. Interest revenue is recognised when the University becomes entitled to the income. Revenue from rendering services or provision of goods is recognised when the University has a right to be compensated, and the amount of revenue and the stage of completion of the service can be reliably measured.

##### *Australian Government grants/Higher Education Trust Fund revenue*

Grants are recognised as revenue when the University obtains control over the assets comprising the grants, unless conditions are attached to the grants. Control over granted assets would normally be obtained upon their receipt.

##### *Student fees and charges*

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges related to courses to be held in future periods. Such income is treated as unearned revenue. Conversely, fees and charges relating to debtors are recognised as revenue in the year to which the prescribed course relates.

#### (c) Cash and cash equivalents

Cash on hand and in banks and short-term deposits are stated at nominal value.

For the purposes of the Cash Flow Statement, cash includes cash on hand and in banks and money market investments readily convertible into cash within two working days.

#### (d) Receivables

All trade receivables are recognised at the amounts receivable as they are due for settlement no more than 30 days from date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off, and provision is made for impairment of receivables where collection is no longer probable. Any change in provision is recognised in the income statement.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

### (e) Investments and other financial assets

The University has classified its investments as financial assets at fair value through profit or loss. Management determines the classification of its investments at initial recognition and re-evaluates this designation at each reporting date.

The fair values of quoted investments are based on quoted market prices at balance date. If the market for a financial asset is not active, the University accounts for the asset on a cost basis.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the University has transferred substantially all the risks and rewards of ownership.

Dividend income and other distributions are recognised in the Income Statement when receivable.

### (f) Depreciation of property, plant and equipment

Items of property, plant and equipment, other than art collections and land, 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. A review of estimated useful life of general property, plant and equipment has resulted in no change of depreciation rates. For each class of depreciable asset the following depreciation rates are used:

Buildings	5 to 80 years
Infrastructure	4 to 80 years
Vehicles	2.5 to 7 years
General property, plant and equipment	5 to 10 years

### (g) Recognition and measurement of property, plant and equipment

#### Acquisition

All assets acquired during the accounting period have been initially recognised at cost. Cost is the value of assets given as consideration plus costs incidental to acquisition including architect fees, engineering design fees and other costs incurred in getting the assets ready for use. Where control of such assets has been acquired other than by an exchange transaction they have been recognised at their fair value.

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

#### Revaluation

Plant and equipment, motor vehicles, computing equipment, photocopiers, buildings under construction and infrastructure under construction are stated at cost. Other assets are valued at fair value in accordance with Treasurer's Guidelines *"Non-current Asset Policies for the Queensland Public Sector"*.

Artworks, land and heritage library collections are comprehensively revalued at five year intervals. Independent revaluations are performed on buildings every three years and on infrastructure every five 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 and the heritage library collections, while desktop valuations are performed on land, buildings and infrastructure.

Revaluation increments are credited directly to the Asset Revaluation Reserve, unless they are reversing a previous decrement charged to the Income Statement, in which case the increment is credited to the Income Statement.

Notes to the financial statements  
for the year ended 31 December 2007

*Buildings and infrastructure*

With effect from 1 July 2007, building and infrastructure assets underwent a desktop valuation by Alfio Ponticello, B.Business (RPVA), of Australia Pacific Valuers Pty Ltd, licensed property valuers. The gross value has been established utilising the current replacement value of a new asset with similar service potential and includes allowances for preliminaries and professional fees. In accordance with the requirements of the *"Non-current Asset Policies for the Queensland Public Sector"*, 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 *AASB116 Property, Plant and Equipment*. The resultant change in Asset Revaluation Reserve is reported as part of Note 27(a) Reserves and retained surpluses.

The most recent comprehensive revaluation was completed with effect from 1 July 2006.

*Library collection*

Books contained in the Heritage Library Collection were valued in 2005 by Barbara Palmer of O.P. Books, a registered valuer under the Cultural Gifts Program of the Australian Government.

*Land*

With effect from 1 July 2007, land underwent a desktop valuation by Alfio Ponticello, B.Business (RPVA), of Australia Pacific Valuers Pty Ltd, 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 arms length transaction. The resultant change in Asset Revaluation Reserve is reported as part of Note 27(a) Reserves and retained surpluses.

The most recent comprehensive revaluation was completed with effect from 1 July 2006.

*Art collection (Queensland College of Art)*

All artworks contained in the collection were reviewed during 2007 by the University's specialist, and where applicable, the replacement value of the collection was adjusted, with corresponding entry made to the Asset Revaluation Reserve. Artworks previously reported as part of the library collection were comprehensively re-valued in 2005 by Bettina MacAulay of MacAulay Partners, a registered valuer under the Cultural Gifts Program of the Australian Government.

**Repairs and maintenance**

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, and either increases the value or the useful life of the asset, the cost is capitalised and depreciated.

**Impairment of assets**

Assets held at cost are tested annually for impairment, when significant events or circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised in the Income Statement 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 asset revaluation reserve to the extent available.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

### (h) Intangible assets

#### Research and development

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

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 and 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 Income Statement 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 5 to 9 years.

#### 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.

Software is currently the only intangible asset held by the University.

### (i) Trade and other payables

These amounts represent liabilities for goods and services provided to the University prior to the end of the Financial Year and which are unpaid. The amounts are unsecured and are normally paid within 30 days of recognition.

### (j) Borrowings

In accordance with the Smart State initiative the University has received interest free borrowings. Borrowings are initially recognised at fair value, net of transactions costs incurred. In relation to the Smart State loans, the difference between the fair value of borrowings and the proceeds received (fair value gain on borrowings) is recorded in the income statement as part of the State Government financial assistance income. Borrowings are subsequently measured at amortised cost, using the effective interest rate method.

Effective interest is charged to the income statement over the period of the borrowings and recognises any difference between the fair value of borrowings at inception and the redemption amount. As it is the intention of the University to hold its borrowings for their full term, the accumulated effective interest charged to the income statement will, over time, exactly offset the accumulated fair value gain on borrowings.

Borrowing costs, which include interest calculated using the effective interest method and administration fees, are expensed in the period in which they arise. Costs that are not settled in the period in which they arise are added to the carrying amount of the borrowing.

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 balance sheet date.

If the University does not meet the criteria of the Smart State loans for any reason the borrowings are immediately repayable. However, as all conditions are expected to be met and the loans retained for their full term, no adjustment provision has been made in the accounts. The cost value of Smart State loans at balance date is \$12,500,000.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

### (k) Employee benefits

#### *Long service leave*

The liability for long service leave is recognised in the provision for employee benefits and measured as 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 wage and 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.

#### *Recreation leave*

Recreation leave has been accrued for outstanding leave entitlements for all employees up to balance date, having regard to salary rates and on-costs as at 31 December 2007. As the University does not have an unconditional right to defer the settlement of recreation leave, all recreation leave is expected to be settled within 12 months of the reporting date and is recognised in the provision for employee benefits and measured at the amounts expected to be paid when the liabilities are settled.

#### *Severance entitlement*

Pursuant to Australian Accounting Standard *AASB119 Employee Benefits* and the *Higher Education Contract of Employment Award*, a liability for severance payments to employees on a fixed term contract is recognised. Measurement is in accordance with an employee's period of continuous service and is based on employee salary rates as at 31 December 2007.

In accordance with the Australian Accounting Standard *AASB137 Provisions, Contingent Liabilities and Contingent Assets*, a provision has been recognised for redundancy payments expected to be paid in 2008. The calculation is based on entitlements as at 31 December 2007.

#### *Employee benefit on-costs*

Employee benefit on-costs, including payroll tax, are recognised and included in employee benefit liabilities, when the employee benefits to which they relate are recognised as liabilities. Contributions to an employee's superannuation fund are recognised as an expense when they become payable.

### (l) Foreign currency translations

Transactions denominated in a foreign currency are converted into Australian currency at the exchange rate applicable at the date of the transaction. Foreign currency receivables and payables at balance date are translated to Australian currency at exchange rates applicable at balance date. Foreign exchange gains and losses are recognised in the income statement.

### (m) Inventories

Inventory is stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average cost.

### (n) Leased assets

The University does not have any finance leases.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the Income Statement on a straight-line basis over the period of the lease.

The University is leasing Southbank House and associated land under a long-term lease arrangement with the South Bank Corporation (expiring in 2110). The initial lease premium has been apportioned over land and building, in proportion to their fair value at inception of the lease. The premium will be amortised over the period of the lease.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

### (o) Consolidated accounts

#### Subsidiaries

Entities controlled by Griffith University during 2007, and forming part of the Griffith University Economic Reporting Entity are as follows:

- Griffith Medical Research Institute Ltd
- Sano Seno Pty Ltd
- Gold Coast Innovation Centre Ltd

No financial transactions have been recorded by Griffith Medical Research Institute Ltd, and therefore consolidation is not required.

Gold Coast Innovation Centre Ltd is a company limited by guarantee established in 2007 to promote and support the growth of innovative business in the Gold Coast region.

Sano Seno Pty Ltd and Gold Coast Innovation Centre Ltd have been consolidated into the University's financial statements. Intercompany transactions and balances have been eliminated. As the combined values of transactions are not material, a separate column for the University has not been prepared.

#### Associates

Associates are all entities over which the University has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are not considered material. Gains or losses on investments in associates are recognised in the Income Statement.

Dividends receivable from associates are recognised in the University's Income Statement.

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

### (p) Presentation

Amounts in the financial report have been rounded to the nearest thousand dollars, or where necessary, to the nearest dollar, as a result, some additions within the notes accompanying the financial statements may vary from the Income Statement and Balance Sheet.

### (q) Taxation

The activities of the University are exempt from Commonwealth taxation except for Fringe Benefits Tax (FBT) and 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 it is recognised as part of the cost of acquisition of the asset or as part of the expense. Amounts payable to trade payables or receivable from trade receivables 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 and payables in the balance sheet.

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

In relation to any foreign operations, Griffith University is subject to tax under the Tax Acts applicable in the relevant countries. Tax in respect of these operations has been brought to account in the year it is incurred (refer Note 15).

### (r) Web site costs

Costs in relation to web sites controlled by the University are charged as expenses in the period in which they are incurred unless they relate to the acquisition of an asset, in which case they are capitalised and amortised over their period of expected benefit.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programmes</b>			
<b>(a) Commonwealth Grants Scheme and other grants</b>			
Commonwealth Grants Scheme		143,520	127,045
Indigenous Support Fund		1,498	1,349
Equity Support Programme		330	565
Disability Support Programme		169	-
Workplace Reform Programme		1,976	1,832
Workplace Productivity Programme		1,600	-
Learning and Teaching Performance Fund		500	-
Capital Development Pool		2,122	4,258
Collaboration and Structural Reform Programme		100	150
Total Commonwealth Grants Scheme and other grants	41.1	<u>151,815</u>	<u>135,199</u>
<b>(b) Higher Education loan programmes</b>			
HECS-HELP		87,218	81,010
FEE-HELP		10,154	7,373
Total Higher Education Loan Programmes	41.2	<u>97,372</u>	<u>88,383</u>
<b>(c) Scholarships</b>			
Australian Postgraduate Awards		2,266	2,197
International Postgraduate Research Scholarships		436	345
Commonwealth Education Cost Scholarships		1,692	1,177
Commonwealth Accommodation Scholarships		2,502	1,868
Indigenous Staff Scholarships		-	33
Total Scholarships	41.3	<u>6,896</u>	<u>5,620</u>
<b>(d) DEEWR – Research</b>			
Institutional Grants Scheme		6,170	6,359
Research Training Scheme		13,022	12,764
Systemic Infrastructure Initiative		-	1,100
Research Infrastructure Block Grants		2,546	2,815
Implementation Assistance Programme		71	-
Australian Scheme for Higher Education Repositories		131	-
Commercialisation Training Scheme		123	-
Total DEEWR – Research grants	41.4	<u>22,063</u>	<u>23,038</u>
<b>(e) Australian Research Council</b>			
<b>(i) Discovery</b>			
Projects		4,840	4,877
Fellowships		320	632
Indigenous Researchers Development		55	52
Total Discovery	41.5(a)	<u>5,215</u>	<u>5,561</u>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>(ii) Linkages</b>			
Special Research Initiatives		-	(19)
Infrastructure		850	660
International		130	13
Projects		2,535	2,402
Total Linkages	41.5(b)	<u>3,515</u>	<u>3,056</u>
<b>(iii) Networks and Centres</b>			
Research Networks		318	312
Total Networks and Centres	41.5(c)	<u>318</u>	<u>312</u>
<b>(f) Other Australian Government financial assistance</b>			
Child Care Subsidy		179	213
Aboriginal Tutorial Assistance Scheme		464	368
Department of Health & Aged Care		5,652	2,168
Commonwealth Government		4,074	2,111
Cape York Institute funding		2,138	2,354
Other		433	315
Total other Australian Government financial assistance		<u>12,939</u>	<u>7,529</u>
<b>Reconciliation</b>			
Australian Government grants		202,762	180,315
HECS-HELP – Australian Government payments		87,218	81,010
Other Australian Government loan programmes – FEE-HELP		10,154	7,373
Total Australian Government financial assistance		<u>300,135</u>	<u>268,698</u>
<b>(g) Australian Government grants received – cash basis</b>			
CGS and other DEEWR grants	41.1	147,952	139,422
Higher Education Loan Programmes	41.2	95,658	87,987
Scholarships	41.3	6,896	5,620
DEEWR research	41.4	22,063	23,038
ARC grants – Discovery	41.5(a)	5,218	5,561
ARC grants – Linkages	41.5(b)	5,515	3,056
ARC grants – Networks and Centres	41.5(c)	318	312
Other Australian Government grants		16,978	8,418
Total Australian Government grants received – cash basis		<u>300,598</u>	<u>273,414</u>
OS-Help (Net)		(440)	(102)
Total Australian Government funding received – cash basis		<u>300,158</u>	<u>273,312</u>
<b>3. State and Local Government financial assistance</b>			
Operating financial assistance		1,730	5,146
Capital financial assistance		11,040	13,801
Research funds		5,376	2,928
Total State and Local Government financial assistance		<u>18,146</u>	<u>21,875</u>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>4. Fees and charges</b>			
<b>Course fees and charges</b>			
Fee-paying overseas students		103,168	96,404
Continuing education		6,048	3,328
Fee-paying domestic postgraduate students		3,560	2,862
Fee-paying domestic undergraduate students		4,374	2,901
Fee-paying domestic non-award students		1,385	1,432
Other domestic course fees and charges		4,595	4,126
<b>Total course fees and charges</b>		<b>123,131</b>	<b>111,053</b>
<b>Other fees and charges</b>			
Community services fees		2,200	1,997
Conferences and seminars		2,254	2,142
Library fees and fines		454	441
Parking fees and fines		2,687	2,608
Enrolment/reinstatement fees		1,235	2,874
Student accommodation		3,956	3,905
Other fees and charges		3,411	972
<b>Total other fees and charges</b>		<b>16,197</b>	<b>14,939</b>
<b>Total fees and charges</b>		<b>139,328</b>	<b>125,992</b>
<b>5. Investment income</b>			
Dividends		291	541
Interest		6,476	4,998
<b>Total investment income</b>		<b>6,767</b>	<b>5,539</b>
<b>6. Royalties, trademarks and licences</b>		<b>368</b>	<b>89</b>
<b>7. Consultancy and contracts</b>			
Consultancy		9,298	7,891
Contract research		18,602	16,950
<b>Total consultancy and contracts</b>		<b>27,900</b>	<b>24,841</b>
<b>8. Other revenue</b>			
Donations and bequests		3,099	1,172
Scholarships and prizes		1,521	1,101
Non-government grants		1,408	457
Sale of goods		9,636	9,857
Commercial rent		1,934	1,900
Recovery of expenditure		5,055	3,706
Contributions/sponsorships		1,222	1,237
Performances and exhibitions		652	565
Other revenue		1,155	1,463
<b>Total other revenue</b>		<b>25,682</b>	<b>21,458</b>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>9. Employee related expenses</b>			
<b>Academic</b>			
Salaries		113,987	110,044
Contributions to superannuation and pension schemes – funded		17,216	16,302
Payroll tax		6,485	6,224
Workers' compensation		771	571
Long service leave expense		2,592	2,590
Recreation leave		6,375	7,772
<b>Total academic</b>		<b>147,424</b>	<b>143,503</b>
<b>Non-academic</b>			
Salaries		108,762	103,299
Contributions to superannuation and pension schemes – funded		16,296	15,097
Payroll tax		6,278	5,783
Workers' compensation		749	537
Long service leave expense		2,472	2,430
Recreation leave		6,081	7,296
<b>Total non-academic</b>		<b>140,639</b>	<b>134,442</b>
<b>Total employee related expenses</b>		<b>288,063</b>	<b>277,945</b>
<b>10. Depreciation and amortisation</b>			
<b>Depreciation</b>			
Depreciation furniture		19	47
Depreciation motor vehicles		472	498
Depreciation computing		953	1,083
Depreciation general plant and equipment		1,095	978
Depreciation office and communication equipment		1,320	1,220
Depreciation laboratory/technical/scientific equipment		3,948	3,526
Depreciation infrastructure		2,433	2,143
Depreciation buildings		18,299	16,566
Depreciation network/server equipment		2,603	2,609
<b>Total depreciation</b>		<b>31,142</b>	<b>28,670</b>
<b>Amortisation</b>			
Amortisation leasehold land		32	32
Amortisation leasehold buildings		36	36
Amortisation intangible assets		6,190	6,114
<b>Total amortisation</b>		<b>6,258</b>	<b>6,182</b>
<b>Total depreciation and amortisation</b>		<b>37,400</b>	<b>34,852</b>
<b>11. Repairs and maintenance</b>			
Maintenance plant and equipment		4,794	5,038
Maintenance buildings and grounds		2,418	2,410
Minor works non capital		4,773	6,046
<b>Total repairs and maintenance</b>		<b>11,985</b>	<b>13,494</b>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

	Notes	2007 \$'000	2006 \$'000
<b>12. Finance costs</b>		<b>4,315</b>	<b>4,385</b>
<b>13. Impairment of assets</b>			
Impairment of receivables		1,149	196
Impairment of shares in other corporations		3,451	-
<b>Total impairment of assets</b>		<b>4,600</b>	<b>196</b>
<b>14. Other expenses</b>			
Scholarships, grants and prizes		19,670	18,899
Non-capitalised equipment		12,608	12,263
Advertising, marketing and promotional expenses		7,249	6,737
Audit fees, bank charges, legal costs and insurance		2,043	3,014
Laboratory consumables		4,948	5,635
Printing and stationery		4,551	4,410
Operating lease fees		2,218	2,264
Telecommunications		2,592	2,436
Travel and staff development		10,604	10,572
Inventory used		2,809	2,672
Hospitality		2,594	2,223
Consultancy	40	8,276	6,747
Utilities		7,694	8,138
Computer expenses		1,819	2,660
Safety security and cleaning		5,556	5,290
Subscriptions and reference materials		8,513	9,556
Commission expenses		6,913	6,331
Staff recruitment and benefits		5,208	5,368
Motor vehicle expenses		1,541	1,732
Net foreign exchange loss		53	-
Other expenses		11,493	8,397
<b>Total other expenses</b>		<b>128,952</b>	<b>125,344</b>
<b>15. Tax expense</b>	1(q)	<b>2</b>	<b>7</b>
<b>16. Cash and cash equivalents</b>			
Cash on hand		81	81
Cash at bank		11,975	13,420
Managed funds at call		66,146	38,064
<b>Total cash and cash equivalents</b>		<b>78,202</b>	<b>51,565</b>
<b>(a) Reconciliation of cash at the end of the year</b>			
The above figures are reconciled to cash at the end of the year as shown in the Cash Flow Statement as follows:			
Balances as above		78,202	51,565
Other current financial assets		10,271	11,168
<b>Balance as per Cash Flow Statement</b>		<b>88,473</b>	<b>62,733</b>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

	2007 \$'000	2006 \$'000
<b>(b) Cash at bank and on hand</b>		
Cash on hand is non-interest bearing, while cash at bank is subject to floating interest rate of 6.3% (2006 – 5.7%).		
<b>(c) Managed funds at call</b>		
The funds on call are subject to a variable interest rate of 7.3% (2006 – 6.4%).		
<b>17. Receivables</b>		
<b>Current</b>		
Student fees	8,573	5,985
Trade receivables	13,311	5,717
Other receivables	8,999	4,572
Staff advances	199	197
	<u>31,082</u>	<u>16,471</u>
Less provision impaired receivables	<u>(2,494)</u>	<u>(1,494)</u>
Total current receivables	<u>28,588</u>	<u>14,977</u>
<b>Non-current</b>		
Other receivables	-	52
Total non-current receivables	<u>-</u>	<u>52</u>
<b>Receivables</b>	<u>28,588</u>	<u>15,029</u>
<b>18. Other financial assets</b>		
<b>Current</b>		
Managed funds	10,271	11,168
Total current financial assets	<u>10,271</u>	<u>11,168</u>
<b>Non-current</b>		
Unit trust	300	241
Shares in other corporations	4,455	3,830
Less provision for impairment of shares in other corporation	<u>(3,452)</u>	<u>-</u>
Total non-current other financial assets	<u>1,303</u>	<u>4,071</u>
<b>Total other financial assets</b>	<u>11,574</u>	<u>15,239</u>

Changes in fair values of other financial assets at fair value through profit or loss are recorded as part of other revenue in the income statement (Note 8).

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

The University has endeavoured to account for shares in other corporations at fair value. Management concluded that where reliable information is not available, the University would retain its shareholdings at cost.

Griffith University holds units in the following unit trusts:

SciVentures Investments Pty Ltd

Griffith University holds shares in the following listed and unlisted companies:

AARNET Pty Ltd

Antenova Limited

Aqua Diagnostic Pty Ltd

Calytrix Technologies Pty Ltd

CRC Sustainable Tourism Pty Ltd

Guardsoft Pty Ltd

NAVITAS Limited

IDP Education Australia Limited

IELTS Australia Pty Ltd

Open Universities Australia Pty Ltd

QS Semi-conductor Corporation

Smart Internet Technology CRC Pty Ltd

Shareholdings in the companies listed above are less than 20%. Companies where the University's shareholdings exceed 20% are disclosed in Notes 36 and 37.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the year ended 31 December 2007

### 19. Property, plant and equipment

Movement of carrying amounts for each class of property, plant and equipment between the beginning and end of the reporting period

	Construction in progress	Land	Buildings	Plant and equipment	Library	Infrastructure and other plant and equipment	Total property, plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At 1 January 2006</b>							
Cost	18,828	2,670	32,128	108,269	630	54	162,579
Revaluation	-	119,996	734,540	-	63	89,365	943,964
Accumulated depreciation	-	-	(147,532)	(62,556)	-	(29,034)	(239,122)
Net book amount	18,828	122,666	619,136	45,713	693	60,385	867,421
<b>Year ended 31 December 2006</b>							
Opening net book amount	18,828	122,666	619,136	45,713	693	60,385	867,421
Revaluation surplus	-	33,857	43,440	-	-	5,011	82,308
Additions	3,476	-	41,852	17,863	-	833	64,024
Disposals	-	-	-	(1,580)	(98)	(20)	(1,698)
Depreciation charge	-	-	(16,566)	(9,961)	-	(2,143)	(28,670)
Closing net book amount	22,304	156,523	687,862	52,035	595	64,066	983,385
<b>At 31 December 2006</b>							
Cost	22,304	-	6,030	120,006	532	424	149,296
Revaluation	-	156,523	841,205	-	63	97,322	1,095,113
Accumulated depreciation	-	-	(159,373)	(67,971)	-	(33,680)	(261,024)
Net book amount	22,304	156,523	687,862	52,035	595	64,066	983,385
<b>Year ended 31 December 2007</b>							
Opening net book amount	22,304	156,523	687,862	52,035	595	64,066	983,385
Revaluation surplus	-	10,942	64,386	-	-	8,146	83,474
Additions	(7,773)	-	41,544	12,920	-	6,942	53,633
Disposals	-	(2,735)	-	(1,047)	-	(4)	(3,786)
Depreciation charge	-	-	(18,299)	(10,410)	-	(2,433)	(31,142)
Closing net book amount	14,531	164,730	775,493	53,498	595	76,717	1,085,564
<b>At 31 December 2007</b>							
Cost	14,531	-	18,065	125,800	532	6,942	165,870
Revaluation	-	164,730	930,037	-	63	105,091	1,199,921
Accumulated depreciation	-	-	(172,609)	(72,302)	-	(35,316)	(280,227)
Net book amount	14,531	164,730	775,493	53,498	595	76,717	1,085,564

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the year ended 31 December 2007

## 20. Intangible assets

Movement of the carrying amount for the class of intangible asset between the beginning and end of the reporting period

	Software \$'000		Software \$'000
<b>At 1 January 2006</b>			
Cost	32,803		
Accumulated amortisation	(12,398)		
Net book amount	<u>20,405</u>		
<b>Year ended 31 December 2006</b>		<b>Year ended 31 December 2007</b>	
Opening net book amount	20,405	Opening net book amount	14,974
Additions	683	Additions	2,842
Amortisation charge	(6,114)	Amortisation charge	(6,190)
Closing net book amount	<u>14,974</u>	Closing net book amount	<u>11,626</u>
<b>At 31 December 2006</b>		<b>At 31 December 2007</b>	
Cost	32,024	Cost	34,865
Accumulated amortisation	(17,050)	Accumulated amortisation	(23,239)
Net book amount	<u>14,974</u>	Net book amount	<u>11,626</u>

## 21. Premium on leased property

Movement of carrying amounts for leased property between the beginning and end of the reporting period

	Premium on leased land \$'000	Premium on leased buildings \$'000	Total \$'000
<b>At 1 January 2006</b>			
Cost	3,500	4,000	7,500
Accumulated amortisation	(176)	(200)	(376)
Net book amount	<u>3,324</u>	<u>3,800</u>	<u>7,124</u>
<b>Year ended 31 December 2006</b>			
Opening net book amount	3,324	3,800	7,124
Amortisation charge	(31)	(37)	(68)
Closing net book amount	<u>3,293</u>	<u>3,763</u>	<u>7,056</u>
<b>At 31 December 2006</b>			
Cost	3,500	4,000	7,500
Accumulated amortisation	(207)	(237)	(444)
Net book amount	<u>3,293</u>	<u>3,763</u>	<u>7,056</u>
<b>Year ended 31 December 2007</b>			
Opening net book amount	3,293	3,763	7,056
Amortisation charge	(32)	(36)	(68)
Closing net book amount	<u>3,261</u>	<u>3,727</u>	<u>6,988</u>
<b>At 31 December 2007</b>			
Cost	3,500	4,000	7,500
Accumulated amortisation	(239)	(273)	(513)
Net book amount	<u>3,261</u>	<u>3,727</u>	<u>6,988</u>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

	2007 \$'000	2006 \$'000
<b>22. Other non-financial assets</b>		
<b>Current</b>		
Prepayments	3,778	747
<b>Total current other non-financial assets</b>	<u>3,778</u>	<u>747</u>
<b>23. Trade and other payables</b>		
<b>Current</b>		
Trade payables	10,382	10,737
Accrued expenditure	4,295	4,821
OS-Help liability to Australian Government	233	(1)
Funds held on behalf of other bodies	716	720
Payroll accruals	7,908	5,656
<b>Total trade and other payables</b>	<u>23,534</u>	<u>21,933</u>
<b>Non-current</b>		
Accrued expenditure	571	1,143
<b>Total non-current payables</b>	<u>571</u>	<u>1,143</u>
<b>Total payables</b>	<u>24,105</u>	<u>23,076</u>
<b>24. Borrowings</b>		
<b>Current</b>		
<b>Secured</b>		
QTC loans	-	71
<b>Total current secured borrowings</b>	<u>-</u>	<u>71</u>
<b>Unsecured</b>		
QTC loans	9,884	9,816
Other	30	30
<b>Total current unsecured borrowings</b>	<u>9,914</u>	<u>9,846</u>
<b>Total current borrowings</b>	<u>9,914</u>	<u>9,917</u>
<b>Non-current</b>		
<b>Unsecured</b>		
QTC loans	59,146	69,181
Other loans	3,213	1,448
<b>Total non-current unsecured borrowings</b>	<u>62,359</u>	<u>70,629</u>
<b>Total non-current borrowings</b>	<u>62,359</u>	<u>70,629</u>
<b>Total borrowings</b>	<u>72,273</u>	<u>80,546</u>

For detailed information on the University borrowings see Note: 28 Financial Risk Management (c) Liquidity Risk

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

	2007 \$'000	2006 \$'000
<b>Financing arrangements</b>		
Unrestricted access was available at balance date to the following lines of credit:		
<b>Credit standby arrangements</b>		
Total facilities		
Bank overdrafts	10,000	10,000
	<u>10,000</u>	<u>10,000</u>
Unused at balance date		
Bank overdrafts	10,000	10,000
	<u>10,000</u>	<u>10,000</u>
<b>25. Provisions</b>		
<b>Current provisions expected to be settled within 12 months</b>		
Long service leave	2,740	2,335
Recreation leave	12,083	11,505
Severance pay	2,348	4,006
Subtotal	<u>17,171</u>	<u>17,846</u>
<b>Current provisions expected to be settled after more than 12 months</b>		
Long service leave	23,984	23,601
Recreation leave	6,438	7,872
Subtotal	<u>30,422</u>	<u>31,473</u>
<b>Total current provisions</b>	<u>47,593</u>	<u>49,319</u>
<b>Non-current</b>		
Long service leave	8,520	8,258
Total non-current provisions	<u>8,520</u>	<u>8,258</u>
<b>Total provisions</b>	<u>56,113</u>	<u>57,577</u>
<b>26. Other liabilities</b>		
<b>Current</b>		
Unearned revenue	25,835	21,598
Unclaimed receipts	99	36
Accrued liabilities	160	190
Australian Government unspent financial assistance	6,524	4,947
Total current liabilities	<u>32,618</u>	<u>26,771</u>
<b>Total other liabilities</b>	<u>32,618</u>	<u>26,771</u>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

	2007 \$'000	2006 \$'000
<b>27. Reserves and retained surplus</b>		
<b>(a) Reserves</b>		
Asset revaluation reserve	548,844	465,372
General reserve	15,843	17,601
<b>Total reserves</b>	<u>564,687</u>	<u>482,973</u>
<b>Reserve movements:</b>		
<b>General reserve</b>		
General reserve balance 1 January 2007	17,601	18,510
Transfers from accumulated funds	1,562	911
Transfers to accumulated funds	(3,320)	(1,820)
<b>Balance 31 December 2007</b>	<u>15,843</u>	<u>17,601</u>
<b>Asset revaluation reserve</b>		
Asset revaluation reserve balance 1 January 2007	465,372	383,064
Revaluation of land	10,942	33,857
Revaluation of buildings	64,386	43,440
Revaluation of infrastructure and other plant and equipment	8,144	5,011
<b>Balance 31 December 2007</b>	<u>548,844</u>	<u>465,372</u>
<b>(b) Retained surplus</b>		
Retained surplus as at 1 January 2007	417,973	392,767
Net operating result for the year	57,648	24,297
<b>Retained surplus at 31 December 2007</b>	<u>475,621</u>	<u>417,064</u>
Net transfer from general reserve	1,758	909
<b>Retained surplus at 31 December 2007</b>	<u>477,379</u>	<u>417,973</u>

### (c) Nature and purpose of reserves

Transfers to and from the asset revaluation reserve result from fluctuations in the fair value of assets held.

The general reserve represents amounts retained from University funds for future equipment and capital expenditure.



## 28. Financial risk management

### (a) Market Risk

#### (i) Foreign exchange risk

The University's exposure to foreign exchange risk lies in its purchase of goods and services from sources overseas in foreign currency and the exchange rate impact on affordability of study in Australia for overseas students.

The University has two bank accounts in foreign currency, one in Hong Kong dollars (2007: \$329,000 AUD) and the other in Japanese Yen (2007: \$316,000 AUD). The purpose of these bank accounts is to make payments in these currencies when required and enables overseas students to have certainty when paying for courses in foreign currency.

The University has approval to hedge foreign currency transactions and will utilise this ability on significant foreign currency contracts.

Outlined in the table below is the University sensitivity analysis to foreign exchange risk. Sensitivity lies in the bank account balances in foreign currency and creditors balances payable in foreign currency. The University has chosen a fluctuation of 10% to outline this sensitivity.

#### (ii) Price risk

University exposure to price lies in investments in QIC and the shareholding in NAVITAS Pty Ltd. The remainder of the University share holdings and investments are not subject to price risk as they are not traded.

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 (Qld)(1982)*.

The University's investment strategy seeks to achieve compliance with statutory and legislative requirements, 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 table below is the University sensitivity analysis to price risk. The University has chosen a fluctuation of 10% to outline this sensitivity.

#### (iii) Cash flow and fair value interest rate risk

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

The University manages this risk by, where possible, ensuring agreements have fixed rates of interest.

Outlined in the table below is the University sensitivity analysis to interest rate risk. Interest rate risk lies in balances in bank accounts earning interest, QTC (managed funds) and loans from QTC. The University has chosen a fluctuation of 1% to outline this sensitivity.



Notes to the financial statements  
for the financial year ended 31 December 2007

## 28. Financial risk management (Continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk							
		-1%		+1%		-10%		+10%		-10%		+10%					
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000				
31 December 2006																	
<b>Financial assets</b>																	
Cash on hand and at bank	13,501	(111)	(111)	111	111	50	50	(50)	(50)	-	-	-	-	-	-	-	-
Managed funds at call	49,232	(381)	(381)	381	381	-	-	-	-	(1,117)	(1,117)	1,117	1,117	-	-	-	-
Trade and other receivables	15,029	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unit trust	241	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shares in other corporations	3,830	-	-	-	-	-	-	-	-	(39)	(39)	39	39	-	-	-	-
<b>Financial liabilities</b>																	
Trade and other payables	23,076	-	-	-	-	(58)	(58)	58	58	-	-	-	-	-	-	-	-
Borrowings	80,546	790	790	(790)	(790)	-	-	-	-	-	-	-	-	-	-	-	-
Accrued liabilities	5,137	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase/ (decrease)</b>		298	298	(298)	(298)	(8)	(8)	8	8	(1,156)	(1,156)	1,156	1,156	(1,156)	(1,156)	1,156	1,156

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the financial year ended 31 December 2007

### 28. Financial risk management (Continued)

#### (b) Credit risk

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

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

Monthly statements are forwarded to all sundry debtors. Where a debt becomes 30 days overdue, the Accounts Receivable Officer makes written and/or verbal contact with the debtor, requesting payment. If no response occurs to in-house collection efforts, external collection action may be initiated.

The University considers potential credit risk in terms of debtors is \$1,441,000.

#### (c) Liquidity risk

Liquidity risk lies in the ability of the University to meet payments to creditors 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 the future commitments.

The aim of the University's investment policy is to maintain access to funds in accordance with the University's cash flow requirements, including access to a reasonable level of funds at short notice for unforeseen requirements.

In 2005 the University won a number of Smart State Loans to develop the Eskitis Institute, the Queensland Microtechnology Facility and the Queensland Compound Library. Repayments on these loans commence 11 years after final drawdown, which has not yet occurred. Following the repayment of 2/3 of the loan, the remaining 1/3 will be forgiven, provided the University has met its obligations under the Loan Agreements. Primary obligations are to keep the Department of Tourism, Regional Development and Industry informed about the administration of the loans, ensure that appropriate insurance cover is in place and legislative requirements in respect of design and construction of buildings and plant under these agreements are met. The table below provides detailed information in relation to these loans.

In 2005 the University obtained a State Government Loan to acquire land on which the University will construct buildings for the Eskitis Institute. This loan is repayable at \$30,000 per annum over a period of 10 years. Any remaining principal balance, together with any capitalised interest, will be repaid in year 10.

The Queensland Treasury Corporation loan facility has been used to cover capital expansion from 2001 to 2006.

The table below details the University's liquidity risk in relation to the above mentioned loans.

Source of the Loan	Original Amount of Loan	Year loan drawn down	Expected remaining loan term	Balance of Loan 31 December 2007
QTC	\$25,000,000	2001	2.94 years	\$9,458,000
QTC	\$16,800,000	2003	5.48 years	\$10,259,000
QTC	\$40,000,000	2005	7.29 years	\$31,602,000
QTC	\$20,000,000	2006	8.43 years	\$17,711,000
State Government Loan	\$793,990.28	2005	6 years	\$767,000
Smart State	\$12,000,000	2006	N/A	\$9,600,000
Smart State	\$3,000,000	2006	N/A	\$1,320,000
Smart State	\$3,500,000	2007	N/A	\$1,600,000

The Smart State loans have not yet been fully drawn down. The 'year loan drawn down' refers to the year of the initial draw down. The Balance of Loan does not take into account the 1/3 forgiveness or the discounting to NPV as reflected in Note 24 Borrowings.

#### (d) Fair values of financial assets and liabilities

The University determines the fair value of financial assets and financial liabilities is a reasonable approximation of carrying value.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

## 29. Key management personnel disclosures

"Key management personnel" are defined as those who act for the University in a fiduciary position as a member of the University's Council and includes board members of the University's wholly owned subsidiaries and controlled entities.

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

The following persons were Council members during the financial year 2007:

Chancellor	Ms Leneen Forde, AC
Deputy Chancellor	Mr Henry Smerdon
Vice-Chancellor	Professor Ian O'Connor *
Members appointed by the Governor-in-Council	Mr Ian Alderdice Mr Mark Gray Ms Rachel Hunter Mr Michael Lake (term ended November 2007) The Honourable Justice Margaret McMurdo, AC Mr Garry Redlich Mr Henry Smerdon
Elected academic staff	Dr Michael Barry * Dr Dwight Zakus *
Elected student members	Ms Heather Douglas Mr Brenton Hill Ms Julie Kennedy (term commenced 28 October 2007)
Elected general staff	Ms Kaye Dillon *
Council appointed members	Dr Bob Anderson, OAM Ms Sandra Anderson Ms Karen Struthers The Honourable Rob Borbidge

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

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. Council members, who also serve as staff members are marked by \*.

Income paid or payable to Council members and executives in connection with the management of the University's affairs was \$3,787,101 for 2007 (\$3,497,520 - 2006).

(c) The University did not enter into any transactions, which could be deemed "related party transactions", with responsible persons or executive officers of the University.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

	2007 Number	2006 Number
<b>(d) Remuneration of executive officers</b>		
\$220,000 to \$234,999	1	-
\$235,000 to \$249,999	1	1
\$250,000 to \$264,999	-	2
\$265,000 to \$279,999	2	1
\$280,000 to \$294,999	2	-
\$295,000 to \$309,999	-	1
\$310,000 to \$324,999	-	2
\$325,000 to \$339,999	-	1
\$340,000 to \$354,999	2	-
\$355,000 to \$369,999	2	-
\$415,000 to \$429,999	-	1
\$460,000 to \$474,999	-	1
\$490,000 to \$504,999	1	-
<b>30. Remuneration of auditors</b>		
Fees paid to Queensland Audit Office:		
Audit and review of financial reports	172	165
<b>Total remuneration for audit services</b>	<b>172</b>	<b>165</b>
<b>31. Reportable losses</b>		
Individual losses in excess of \$500 each		
Bad debts	85	297
Property losses	27	75
<b>Total reportable losses</b>	<b>112</b>	<b>372</b>
<b>32. Prescribed special payments</b>		
Ex-gratia	2,317	866
Extra-contractual	263	83
<b>Total prescribed special payments</b>	<b>2,580</b>	<b>949</b>
<b>33. Contingencies</b>		
<b>(a) Contingent liabilities</b>		
The University has no outstanding contingent liabilities as at 31 December 2007.		
<b>(b) Claims</b>		
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 2007.		

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

## (c) Guarantees

The ANZ Bank holds two financial guarantees in favour of the Department of Immigration and Citizenship (DIAC) as follows:

- i) \$100,000 in respect of international student visa applications, which will remain in place until 29 November 2008, unless cancelled prior to that date; and
- ii) \$15,000 to facilitate Griffith University business with DIAC, which will remain in place until 1 May 2008, unless cancelled prior to that date.

	2007 \$'000	2006 \$'000
<b>34. Commitments</b>		
<b>(a) Capital commitments</b>		
Capital expenditure contracted for at the reporting date but not recognised as liabilities as follows:		
Within one year	12,321	31,106
Later than one year but not later than five years	24,593	-
<b>Total capital commitments</b>	<u>36,914</u>	<u>31,106</u>
<b>(b) Lease commitments</b>		
Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:		
Within one year	786	768
Later than one year but not later than five years	1,860	1,104
Later than five years	260	423
<b>Total lease commitments</b>	<u>2,906</u>	<u>2,295</u>
<b>(c) Other expenditure commitments</b>		
Commitments for expenditure in existence at the reporting date but not recognised as liabilities, payable:		
Within one year	11,030	19,632
Later than one year but not later than five years	9,369	1,733
Later than five years	8	39
<b>Total expenditure commitments</b>	<u>20,407</u>	<u>21,404</u>
<b>(d) Remuneration commitments</b>		
Commitments for employee contracts in existence at the reporting date but not recognised as liabilities, payable:		
Within one year	341	360
Later than one year but not later than five years	13,219	14,473
Later than five years	2,864	7,978
<b>Total remuneration commitments</b>	<u>16,424</u>	<u>22,811</u>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the financial year ended 31 December 2007

### 35. Superannuation Commitments

#### (a) UniSuper

The University contributes to UniSuper (the Fund) under which employees, where applicable, are entitled to defined benefits on retirement, disability, or death. The Fund provides defined lump sum benefits based on years of service and final average salary.

UniSuper, a multi-employer Fund, exposes contributing employers to actuarial risks associated with current and former employees of other participating employers, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets and costs to participating employers. Therefore, UniSuper has adopted the multi employer provisions of *AASB 119 - Employee Benefits*, and provides the "additional information detailing the overall position of the Fund".

In 2006, extensive consultation with UniSuper employers was undertaken, regarding the requirement for additional employer contributions in the event that the assets of the Fund are insufficient to provide the benefits payable under the Trust Deed, and it was determined that the relevant clause be amended. These amendments require that where the Trustee considers that UniSuper assets are insufficient to provide benefits payable under the deed, after having obtained two succeeding actuarial investigations and valuations of UniSuper within a 4 year period, the Trustee must reduce the benefits payable to employees on a fair and equitable basis.

As a result of these changes to the Trust Deed, the Fund has effectively changed to a defined contribution plan for the purposes of AASB 119, although it does remain a defined benefit fund for other purposes and continues to require actuarial oversight under the Superannuation Law.

As at 30 June 2007 the assets of the UniSuper Defined Benefit Division (DBD) in aggregate were estimated to be \$1,683 million in excess of vested benefits. The vested benefits are benefits which are not conditional upon continued membership and include the value of CPI indexed pensions currently being provided by the DBD.

As at 30 June 2007 the assets of the DBD in aggregate were estimated to be \$2,587 million in excess of accrued benefits. The accrued benefits have been calculated as the present value of expected future benefit payments to members and CPI indexed pensioners which arise from membership of UniSuper up to the reporting date.

The vested benefit and accrued benefit liabilities were determined by the Fund's actuary, Russell Employee Benefits, using the actuarial demographic assumptions outlined in their report dated 13 July 2006 on the actuarial investigation of the DBD as at 31 December 2005. The financial assumptions used were:

	Vested benefits	Accrued benefits
Gross of tax investment return	7.0% p.a.	8.3% p.a.
Net of tax investment return	6.5% p.a.	7.8% p.a.
Consumer Price Index	2.5% p.a.	2.5% p.a.
Inflationary salary increases long term	3.5% p.a.	3.5% p.a.
Inflationary salary increases next three years (additional promotional salary increases are assumed to apply based on past experience)	5.0% p.a.	5.0% p.a.

Assets of the fund have been included at their net market value, i.e. allowing for realisation costs.

## 35. Superannuation Commitments (continued)

### (b) QSuper

The University contributes to QSuper (the Fund), under which employees, where applicable, are entitled to defined benefits on retirement, disability or death. The Fund provides defined lump sum benefits based on years of service and final average salary.

Employer contributions are determined by the Treasurer of Queensland, based on advice received from the State Actuary. These contributions are accumulated in a reserve in the Consolidated Fund, which is specifically maintained to finance the State's future liability for the employer component of all benefits.

As defined benefits become payable, the full cost is met by the State Public Sector Superannuation Fund, with the Consolidated Fund contributing the employers' share of the benefits.

No liability is recognised for accruing superannuation benefits in the financial statements of QSuper, or the University's financial statements, as the liability is being held on a whole-of-Government basis and reported in the whole-of-Government financial report prepared pursuant to *AAS31 Financial Reporting by Governments*.

The last actuarial review of the Fund was conducted as at 30 June 2004, by the State Actuary, Mr. W H Cannon BSc (Hons) FIAA ASIA.

This investigation has revealed that QSuper is in a healthy position with a surplus of assets over accrued liabilities of \$1,838 million which represents an increase of \$588 million from the surplus at the 2001 investigation.

In light of the available surplus the actuary has considered the funding implications of maintaining the current employer contribution rates. The actuarial investigation has revealed that these contribution rates will not jeopardise the solvency position of the Fund and therefore the Actuary has supported their retention.

The Actuary has certified that the expected liabilities of the scheme should be adequately provided for by the assets of the QSuper Fund and the relevant reserve within the Consolidated Fund, together with the Funds' investment earning and member and employer contributions at the current level.

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

## Notes to the financial statements for the financial year ended 31 December 2007

### 36. Subsidiaries

Principal activities	Country of incorporation	Ownership interest		Net equity		Total revenue		Operating results		Contribution to operating results	
		2007	2006	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Griffith Medical Research Institute Ltd</b>											
Research	Australia	100%	100%	-	-	-	-	-	-	-	-
<b>Seno Sano Pty. Ltd.</b>											
Research	Australia	69%	100%	269	-	-	-	(91)	-	(91)	-
<b>Gold Coast Innovation Centre Ltd</b>											
Innovation	Australia	100%	-	220	-	250	-	220	-	220	-

### 37. Investments in associates

Name of entity	Principal activities	Country of incorporation	Ownership interest		Carrying amount	
			2007	2006	2007	2006
International Golf Institute Pty. Ltd.	Training and development	Australia	-	50%	-	-
International Water Centre Pty. Ltd.	Research	Australia	50%	50%	-	-

Aqua Diagnostics is now included in Note 18 Other Financial Assets as the shareholding decreased to 13.6% (22.5% 2006) in 2007.

### 38. Events occurring after the balance sheet date

A review of events after the reporting date has not identified any issues, which would materially affect the information disclosed in the Income Statement or the Balance Sheet.

	2007 \$'000	2006 \$'000
<b>39. Reconciliation of operating result after income tax to net cash flows from operating activities</b>		
Operating result from ordinary activities after related income tax	57,648	24,297
Depreciation and amortisation	37,400	34,852
Net loss/(gain) on sale of non-current assets	(1,125)	292
Net loss/(gain) on revaluation of financial assets	(22)	(56)
Net foreign exchange differences	53	(28)
QIC market value adjustment	(22)	341
Write-off shares	17	-
Donated art	(103)	-
Change in operating assets and liabilities		
Increase in receivables	(14,559)	(184)
Increase in inventories	(43)	(53)
Increase in other financial assets	(3,234)	(252)
Increase in payables	7,137	6,612
Increase/(decrease) in provisions for employee entitlements	(1,465)	6,534
Increase/(decrease) in provision for impairment	4,451	(128)
<b>Net cash provided by operating activities</b>	<b>86,133</b>	<b>72,227</b>

# Financial Statements

Financial Statements for the year ended 31 December 2007

Griffith University

Notes to the financial statements  
for the financial year ended 31 December 2007

	2007 \$'000	2006 \$'000
<b>40. Expenditure on external consultants</b>		
Management	435	73
Human resource management	250	260
Information technology	409	663
Communications	72	11
Finance and accounting	64	62
Professional/technical	7046	5,678
	<u>8,276</u>	<u>6,747</u>

Notes to the financial statements  
for the financial year ended 31 December 2007

41. Acquittal of Australian Government financial assistance

41.1 DEEWR – CGS and other DEEWR grants

	Commonwealth Grant Scheme		Indigenous Support Fund		Equity Support Programme		Disability Support Programme		Workplace Reform Programme	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	141,257	129,668	1,498	1,349	330	565	169	-	1,976	1,832
Net accrual adjustments	2,263	(2,623)	-	-	-	-	-	-	-	-
Revenue for the period	143,520	127,045	1,498	1,349	330	565	169	-	1,976	1,832
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	143,520	127,045	1,498	1,349	330	565	169	-	1,976	1,832
Less expenses including accrued expenses	143,520	127,045	1,498	1,349	330	565	169	-	1,976	1,832
Surplus/(deficit) for reporting period	-	-	-	-	-	-	-	-	-	-

Notes to the financial statements  
for the financial year ended 31 December 2007

## 41. Acquittal of Australian Government financial assistance (continued)

41.1 DEEWR – CGS and other DEEWR  
Grants (continued)

	Workplace Productivity Programme		Capital Development Pool		Collaboration and Structural Reform Programme		Learning & Teaching Performance Fund		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	1,600	2,122	4,258	100	150	500	-	147,952	139,422
Net accrual adjustments	1,600	(1,600)	-	-	-	-	-	-	3,863	(4,223)
Revenue for the period	1,600	-	2,122	4,258	100	150	500	-	151,815	135,199
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	1,600	-	2,122	4,258	100	150	500	-	151,815	135,199
Less expenses including accrued expenses	1,410	-	2,122	4,258	100	150	500	-	151,625	135,199
Surplus/(deficit) for reporting period	190	-	-	-	-	-	-	-	190	-

Notes to the financial statements  
for the financial year ended 31 December 2007

## 41. Acquittal of Australian Government financial assistance (continued)

## 41.2 Higher Education Loan Programmes

	HECS (Australian Government payments only)		FEE-HELP		Total		OS-HELP	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	87,333	81,010	7,650	6,747	94,983	87,757	675	230
Net accrual adjustments	(115)	-	2,504	626	2,389	626	(5)	-
Revenue for the period	87,218	81,010	10,154	7,373	97,372	88,383	670	230
Surplus/(deficit) from the previous year	-	-	-	-	-	-	(1)	96
Total revenue including accrued revenue	87,218	81,010	10,154	7,373	97,372	88,383	669	326
Less expenses including accrued expenses	87,218	81,010	8,375	7,373	95,593	88,383	436	327
Surplus/(deficit) for reporting period	-	-	1,779	-	1,779	-	233	(1)

Notes to the financial statements  
for the financial year ended 31 December 2007

41. Acquittal of Australian Government financial assistance (continued)

41.3 Scholarships

	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships		Commonwealth Accommodation Scholarships		Indigenous Staff Scholarships		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	2,266	2,197	436	345	1,692	1,177	2,502	1,868	-	33	6,896	5,620
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2,266	2,197	436	345	1,692	1,177	2,502	1,868	-	33	6,896	5,620
Surplus/(deficit) from the previous year	288	119	(63)	34	98	3	138	68	19	7	480	231
Total revenue including accrued revenue	2,554	2,316	373	379	1,790	1,180	2,640	1,936	19	40	7,376	5,851
Less expenses including accrued expenses	2,044	2,028	434	442	1,450	1,082	2,270	1,798	8	21	6,206	5,371
Surplus/(deficit) for reporting period	510	288	(61)	(63)	340	98	370	138	11	19	1,170	480

Notes to the financial statements  
for the financial year ended 31 December 2007

## 41. Acquittal of Australian Government financial assistance (continued)

## 41.4 DEEWR Research

Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)

Net accrual adjustments

Revenue for the period

Surplus from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for reporting period

Institutional Grants Scheme		Research Training Scheme		Small Research		Systemic Infrastructure Initiative	
2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
6,170	6,359	13,022	12,764	-	-	-	1,100
-	-	-	-	-	-	-	-
6,170	6,359	13,022	12,764	-	-	-	1,100
-	-	-	-	8	8	1,100	-
6,170	6,359	13,022	12,764	8	8	1,100	1,100
6,170	6,359	13,022	12,764	5	-	415	-
-	-	-	-	3	8	685	1,100



Notes to the financial statements  
for the financial year ended 31 December 2007

## 41. Acquittal of Australian Government financial assistance (continued)

## 41.4 DEEWR Research (continued)

	Research Infrastructure Block Grants		Implementation Assistance Programme		Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	2,546	2,815	71	-	131	-	123	-	22,063	23,038
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2,546	2,815	71	-	131	-	123	-	22,063	23,038
Surplus from the previous year	455	168	-	-	-	-	-	-	1,563	176
Total revenue including accrued revenue	3,001	2,983	71	-	131	-	123	-	23,626	23,214
Less expenses including accrued expenses	2,582	2,528	71	-	131	-	18	-	22,414	21,651
Surplus/(deficit) for reporting period	419	455	-	-	-	-	105	-	1,212	1,563

Notes to the financial statements  
for the financial year ended 31 December 2007

41. Acquittal of Australian Government financial assistance (continued)

41.5 Australian Research Council grants

(a) Discovery

Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)

Net accrual adjustments

Revenue for the period

Surplus from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for reporting period

	Projects		Fellowships		Indigenous Researchers' Development		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
	4,840	4,877	323	632	55	52	5,218	5,561
	-	-	(3)	-	-	-	(3)	-
	4,840	4,877	320	632	55	52	5,215	5,561
	2,053	1,438	455	303	31	10	2,539	1,751
	6,893	6,315	778	935	86	62	7,754	7,312
	4,662	4,262	650	480	48	31	5,360	4,773
	2,231	2,053	128	455	38	31	2,394	2,539

Notes to the financial statements  
for the financial year ended 31 December 2007

## 41. Acquittal of Australian Government financial assistance (continued)

## 41.5 Australian Research Council grants

## (b) Linkages

Special Research Initiatives	Infrastructure		International		Projects		Total		
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	
2,000	(19)	850	660	130	13	2,535	2,402	5,515	3,056
(2,000)	-	-	-	-	-	-	-	(2,000)	-
-	(19)	850	660	130	13	2,535	2,402	3,515	3,056
-	18	134	612	5	(9)	846	800	985	1,421
-	(1)	984	1,272	135	4	3,381	3,202	4,500	4,477
40	(1)	1,189	1,138	61	(1)	2,560	2,356	3,850	3,492
(40)	-	(205)	134	74	5	821	846	650	985

Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)

Net accrual adjustments

Revenue for the period

Surplus/(deficit) from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for reporting period

Notes to the financial statements  
for the financial year ended 31 December 2007

41. Acquittal of Australian Government financial assistance (continued)

41.5 Australian Research Council grants

(c) Networks and Centres

	Research Networks		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
	318	312	318	312
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	-	-	-
Net accrual adjustments				
Revenue for the Period	318	312	318	312
Surplus from the previous year	36	326	36	326
Total revenue including accrued revenue	354	638	354	638
Less expenses including accrued expenses	350	602	350	602
Surplus/(deficit) for reporting period	4	36	4	36

# Financial Statements

## INDEPENDENT AUDIT REPORT

To the Council of Griffith University

### Matters relating to the Electronic Presentation of the Audited Financial Report

The audit report relates to the financial report of Griffith University for the financial year ended 31 December 2007 included on Griffith University's web site. The Council is responsible for the integrity of the Griffith University web site. We have not been engaged to report on the integrity of the Griffith University web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic date communications they are advised to refer to the hard copy of the audited financial report, available from Griffith University, to confirm the information included in the audited financial report presented on this web site.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

### Report on the Financial Report

I have audited the accompanying financial report of the Griffith University, which comprises the balance sheet as at 31 December 2007 and the income statement, statement of changes in equity and cash flow statement for the year ended on that date, a summary of significant accounting policies, other explanatory notes and certificates given by the Chancellor, the Vice Chancellor and the Director Finance and Business Services of the consolidated entity comprising the University and the entities it controlled at the year's end or from time to time during the financial year.

#### *The Council's Responsibility for the Financial Report*

The Council is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997* including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with *Auditor-General of Queensland Auditing Standards*, which incorporate the *Australian Auditing Standards*. These Auditing Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### *Independence*

The *Financial Administration and Audit Act 1977* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

#### *Auditor's Opinion*

In accordance with s.46G of the *Financial Administration and Audit Act 1977* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of the consolidated entity for the financial year 1 January 2007 to 31 December 2007 and of the financial position as at the end of that year.



J F WELSH FCPA  
as Delegate of the Auditor-General of Queensland



Queensland Audit Office  
Brisbane

# Overseas Travel

All overseas travel for 2007 is reported below, according to each academic group of the University, as well as administrative and academic support elements. Each entry provides the name and position of the traveller, plus the destination, purpose, number of days and cost of the trip.

## Arts, Education and Law

### Pro Vice Chancellor (Arts, Education and Law) Faculty of Arts

#### School of Arts

A/Prof M. Alexander (A/Prof.): New Zealand, conference, 14 days, \$1,105

Dr D. Beattie (Lect.): England, conference, 17 days, \$3,706

Prof A. Bennett (Prof.): New Zealand, conference, 9 days, \$2,024

A/Prof P. Buckridge (A/Prof.): England, conference, 5 days, \$3,000

Dr D. Ellison (Lect.): Italy, conference/research, 10 days, \$3,415; Japan, conference, 5 days, \$3,298

Dr J. Ewart (S. Lect.): Singapore, conference, 6 days, \$2,588

A/Prof R. Ganter (A/Prof.): Germany, ASP, 153 days, \$1,724

Dr M. Gibson (Lect.): England, conference, 10 days, \$3,906

Dr A. Howell (S. Lect.): USA, conference, 16 days, \$4,648

Dr J. Keane (S. Lect.): Japan, conference, 8 days, \$1,641

Dr W. Keys (Lect.): New Zealand, research, 4 days, \$1,842

Ms S. Kukucka (S. Res. Ass.): China, conference, 12 days, \$1,215

A/Prof M. Meadows (A/Prof.): Netherlands, ASP, 39 days, \$7,076; New Zealand, conference/research, 16 days, \$1,662

Prof A. Moran (Prof.): Canada, conference, 7 days, \$7,186; England, research, 14 days, \$3,008

Dr G. Murray (S. Lect.): New Zealand, conference, 7 days, \$629; New Zealand, conference, 7 days, \$1,231

Mr J. Nelson (Lect.): France, research, 7 days, \$2,623; Taiwan, official business, 11 days, \$1,485; USA, conference/research, 20 days, \$3,982

Dr F. Paisley (S. Lect.): Switzerland, conference/research, 18 days, \$5,771; USA, research, 22 days, \$5,279

Dr S. Rickson (Adj. S. Lect.): New Zealand, conference, 7 days, \$1,229

A/Prof S. Stockwell (Head of School): Japan, official business, 8 days, \$4,554; Singapore, conference, 4 days, \$2,829

Prof P. Turnbull (Prof.): New Zealand, conference, 7 days, \$2,126

Dr P. West (S. Lect.): England, ASP, 16 days, \$3,290

A/Prof P. Wise (A/Prof.): England, conference, 22 days, \$5,191

Dr I. Woodward (S. Lect.): Germany, conference, 22 days, \$6,523; New Zealand, conference, 4 days, \$648; New Zealand, research, 5 days, \$1,831

#### School of Criminology and Criminal Justice

Mr B. Adams (Res. Ass.): Philippines, official business, 6 days, \$2,491

Dr M. Bates (S. Lect.): Singapore, conference, 6 days, \$2,464

Dr M. Bull (Lect.): England, official business, 13 days, \$3,163

Prof R. Homel (Prof.): Singapore, conference, 30 days, \$4,706

Mr S. Rombouts (Lect.): Malaysia, conference, 4 days, \$1,243

A/Prof S. Smallbone (A/Prof.): England, conference, 17 days, \$3,845

A/Prof A. Stewart (A/Prof.): England, conference, 10 days, \$4,732

Prof R. Wortley (Head of School): England, special duties, 13 days, \$4,444; Korea, conference, 6 days, \$2,739

#### School of Languages and Linguistics

Dr M. Haugh (Lect.): England, conference/research, 36 days, \$2,159

Dr J. Jorgensen (S. Lect.): Japan, ASP, 42 days, \$2,801

Dr K. Seo (Lect.): Germany, official business, 16 days, \$4,200

Ms Y. Wang (S. Lect.): China, research, 24 days, \$3,041

#### Griffith Film School

Prof C. Caldwell (Head of School): China, official business, 12 days, \$3,486; India, conference, 8 days, \$3,227

Mr N. Oughton (S. Lect.): Singapore, official business, 9 days, \$1,628

A/Prof A. Spark (A/Prof.): India, conference, 8 days, \$3,147

#### Centre for Public Culture and Ideas

Prof M. Finnane (Res. Prof.): Italy, conference/research, 25 days, \$4,793

Prof A. Haebich (Res. Intensive Prof.): USA, official business, 53 days, \$2,490

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

Dr M. Abdalla (Dir.): USA, conference, 36 days, \$1,642

Prof H. Adelman (Principal Res. Fell.): Canada, official business, 7 days, \$12,836; Canada, conference, 5 days, \$7,213

Ms S. Banki (S. Res. Ass.): Thailand, research, 18 days, \$1,440

Dr B. Gray (S. Res. Ass.): England, conference, 16 days, \$2,937

Ms A. Knudsen (Res. Fell.): Sri Lanka, research, 30 days, \$4,068

Dr H. Lang (S. Res. Fell.): Sri Lanka, research, 16 days, \$5,035

Ms M. Lewis (S. Res. Ass.): Indonesia, official business, 5 days, \$2,229; Indonesia, official business, 14 days, \$4,161

Prof P. Mazerolle (Dir.): Canada, conference/research, 16 days, \$7,484; Canada, official business, 6 days, \$3,289

Ms S. Rayment-McHugh (Program Mgr.): England, conference, 30 days, \$4,582

Prof C. Sampford (Dir.): USA, official business, 13 days, \$11,049; Indonesia, official business, 6 days, \$7,184; Indonesia, research, 6 days, \$6,658; Philippines, official business, 14 days, \$8,280; Philippines, official business, 6 days, \$5,251; Philippines, official

# Overseas Travel

business, 7 days, \$2,066; Thailand, official business, 6 days, \$1,512; USA, official business, 18 days, \$2,849

Dr D. Shumack (S. Clinician): England, conference, 30 days, \$3,950

## Faculty of Education

### Dean of Education

Prof C. Wyatt-Smith (Dean): Canada, official business, 11 days, \$8,921

### School of Education and Professional Studies - Brisbane and Logan

Prof M. Balfour (Prof.): Hong Kong, conference, 7 days, \$1,466

A/Prof B. Bartlett (A/Prof.): South Africa, conference, 12 days, \$2,795

Prof S. Billett (Prof.): China, conference, 12 days, \$2,991; Germany, ASP, 147 days, \$12,241; Netherlands, conference, 11 days, \$2,419; USA, conference, 8 days, \$11,509

Mr G. Booker (S. Lect.): China, conference, 21 days, \$3,465

A/Prof P. Bundy (Dep. Head of School): Hong Kong, official business, 17 days, \$6,449

Prof B. Burton (Prof.): New Zealand, official business, 1 day, \$793

Dr M. Davies (Lect.): England, official business, 34 days, \$7,964

Prof N. Dempster (Prof.): England, ASP, 78 days, \$7,566; England, ASP/conference, 33 days, \$3,378

Dr M. Dobrenov-Major (S. Lect.): Switzerland, official business, 53 days, \$2,479

Dr J. Dunn (S. Lect.): England, conference, 20 days, \$3,541

Dr G. Elias (S. Lect.): Thailand, conference/research, 17 days, \$2,226

Prof J. Elkins (Prof.): USA, conference, 7 days, \$3,860

Dr M. Fletcher (S. Lect.): South Africa, official business, 15 days, \$2,795; Sri Lanka, special duties, 7 days, \$1,602

Ms S. Gunn (Res. Fell.): England, research, 31 days, \$6,195

Dr K. Hartwig (Lect.): Canada, official business, 25 days, \$11,853; Canada, special duties, 20 days, \$8,100

Dr J. Kearney (Lect.): USA, conference, 9 days, \$1,360

A/Prof D. Keen (A/Prof.): South Africa, conference, 16 days, \$2,606; USA, conference/research, 14 days, \$4,946

Dr I. Liyanage (Lect.): New Zealand, conference, 11 days, \$4,400; Fiji, official business, 56 days, \$13,713

Dr D. Meadows (Lect.): Thailand, conference/research, 15 days, \$3,330

Mr S. Muspratt (Res. Fell.): Sweden, conference, 42 days, \$2,442

Dr S. Nisbet (S. Lect.): USA, conference, 6 days, \$3,118

Dr M. Pavlova (S. Lect.): China, conference/research, 9 days, \$2,195; England, conference, 25 days, \$2,878; Russia, research, 14 days, \$3,064

Dr K. Power (S. Lect.): New Zealand, conference, 6 days, \$962

Dr J. Skinner (Dep. Head of School): India, official business, 7 days, \$4,563; Canada, official business, 16 days, \$1,739

Prof J. Stevenson (Dep. Dean): England, special duties/conference, 8 days, \$7,085; Germany, conference, 11 days, \$2,395

Ms E. Wheelahan (S. Lect.): England, conference/research, 14 days, \$2,791

Dr A. Woods (Lect.): Hungary, conference, 10 days, \$3,227

Prof R. Zevenbergen (Prof.): England, conference, 10 days, \$4,480

### School of Education and Professional Studies - Gold Coast

Dr H. Austin (S. Lect.): Canada, official business, 16 days, \$1,739

Dr G. Birch (S. Lect.): Fiji, official business, 56 days, \$962

Dr R. Brown (S. Lect.): England, official business, 9 days, \$3,189; Hungary, research, 7 days, \$636

Prof B. Burton (Prof.): China, conference, 8 days, \$2,581

Dr A. Edwards (S. Lect.): England, ASP, 169 days, \$7,318

Dr K. Glasswell (S. Lect.): New Zealand, research, 8 days, \$497

Dr E. Hirst (S. Lect.): Italy, official business, 21 days, \$3,966

Prof M. Hyde (Prof.): Norway, conference, 11 days, \$2,762

A/Prof D. Jones (A/Prof.): Canada, special duties, 16 days, \$17,247

Prof D. Power (Emeritus Prof.): England & USA, conference, 36 days, \$2,443

Dr A. Sammel (Lect.): Netherlands, conference, 30 days, \$3,804

Mr J. Zagami (Lect.): USA, conference, 9 days, \$1,719

## Griffith Law School

Dr C. Banks (Res. Fell.): Germany, research, 19 days, \$8,092

Prof S. Berns (Head of School): Japan, official business, 7 days, \$790

Dr C. Butler (Lect.): Germany, conference/research, 14 days, \$4,659

Dr R. De Silva Wijeratne (Lect.): USA, conference, 7 days, \$2,286

Mr P. Falk (S. Lect.): USA, conference, 7 days, \$3,501

Prof. J. Giddings (Dep. Dean): England, conference/research, 13 days, \$1,625; South Africa, conference, 8 days, \$2,781

A/Prof M. Keyes (A/Prof.): England, conference, 11 days, \$6,180; New Zealand, ASP, 9 days, \$2,198

A/Prof J. Malbon (A/Prof.): England, ASP, 176 days, \$9,300; Italy, official business, 54 days, \$3,509

Dr E. Marchetti (S. Lect.): Canada, ASP, 44 days, \$11,621; Malaysia, conference, 6 days, \$545

Prof R. McQueen (Prof.): Germany, conference, 24 days, \$3,882

Ms C. Morris (Postdoctoral Fell.): Canada, research, 139 days, \$4,027

Ms Z. Rathus (Dir.): Germany, conference, 23 days, \$4,153

A/Prof P. Tan (Dir.): England, conference, 14 days, \$4,975

Dr Y. Wei (S. Lect.): China, official business, 35 days, \$6,688; Germany, official business, 15 days, \$5,383

Ms T. Wilson (S. Lect.): Austria, official business, 21 days, \$2,526

# Overseas Travel

A/Prof L. Wiseman (A/Dir.): Japan, official business, 10 days, \$1,915

## Queensland College of Art

Mr E. Bridger (Dep. Dir.): Norway, official business, 16 days, \$3,291

A/Prof P. Cleveland (Dir.): Canada, special duties, 8 days, \$4,151; China, official business, 6 days, \$3,651; England, official business, 46 days, \$11,146

Mr C. Douglas (S. Lect.): Norway, conference/research, 19 days, \$3,487

Ms M. Drew (S. Lect.): Taiwan, official business, 7 days, \$1,466; USA, official business, 18 days, \$2,605

A/Prof B. English (A/Prof.): Norway, conference, 14 days, \$5,318

Ms R. Hawker (S. Lect.): England, ASP, 36 days, \$2,376

Prof P. HOFFIE (Dep. Dir.): China, official business, 31 days, \$6,244

Ms S. Ostling (S. Lect.): USA, conference, 10 days, \$2,471

Dr C. Page (S. Lect.): Korea, research, 10 days, \$2,001

Mr P. Wanny (A/Lect.) Egypt, official business, 17 days, \$2,234

Mr D. Welch (S. Lect.): China, official business, 11 days, \$3,481

A/Prof R. Woodrow (Convenor): USA, special duties, 44 days, \$3,412

A/ Prof J. Younger (Dep. Dir.): Egypt, official business, 17 days, \$2,231; Italy, special duties, 22 days, \$1,599

## Queensland Conservatorium

Dr G. Carey (Head of Pedagogy): England, conference, 12 days, \$2,500

Mr G. Carfoot (A/Lect.): New Zealand, conference, 5 days, \$846

Ms S. Clem (Mgr.): USA, official business, 7 days, \$5,247

Dr S. Emerson (S. Lect.): Taiwan, research, 17 days, \$2,488

Mr R. Hultgren (Head of Pre-Tertiary Studies): Singapore, official business, 2 days, \$1,282

Dr D. Lebler (Lect.): England, conference, 7 days, \$2,773

Prof H. Schippers (Prof.): Holland, official business, 18 days, \$5,284; Netherlands, conference, 11 days, \$1,530; Netherlands, research, 23 days, \$2,670; Thailand, conference, 3 days, \$3,064

Mr M. Stocker (S. Lect.): Taiwan, research, 17 days, \$2,738

Dr V. Tomlinson (Head of Percussion): USA, conference, 6 days, \$3,087

Ms M. Walsh (Head of String): Taiwan, research, 17 days, \$2,488

Griffith Artworks

Mr S. Wright (Dir.): USA, official business, 42 days, \$18,935

## Business

### Pro Vice Chancellor (Business)

Prof M. Powell (Pro Vice Chancellor): Germany, conference, 18 days, \$6,554; Hong Kong, conference, 2 days, \$6,968; India, official business, 9 days, \$3,216; Korea, official business, 13 days, \$14,154; USA, official business, 10 days, \$25,437

### Office of the Pro Vice Chancellor (Business)

Prof G. Cuskelly (Dean - Research): Canada, official business, 15 days, \$13,958; New Zealand, research, 5 days, \$516

Prof L. Frazer (Dean - Learning and Teaching): Canada, official business, 11 days, \$5,973; USA, conference, 8 days, \$4,341; USA, conference, 222 days, \$1,939

Prof W. Shepherd (Dean - Academic): USA, conference, 7 days, \$11,735

### Accreditation and Quality

Prof A. Shulman (Advisor, Quality Int'l Accred.): China, conference, 8 days, \$1,170; USA, conference, 10 days, \$4,986; USA, official business, 23 days, \$4,620

### Griffith Business School

#### Department of Accounting, Finance and Economics

Dr C. Anderson (S. Lect.): South Africa, conference, 9 days, \$2,544

Dr P. Auyeung (S. Lect.): China, special duties, 9 days, \$1,231; Thailand, conference, 27 days, \$2,093

A/Prof J. Bandaralage (A/Prof.): Sri Lanka, research, 32 days, \$2,757

Ms C. Chesters (A/Lect.): New Zealand, conference, 5 days, \$1,466

Dr A. Cheung (Lect.): China, research, 26 days, \$1,871; China, special duties, 10 days, \$1,601; Hong Kong, ASP, 376 days, \$2,294

Dr P. Cybinski (S. Lect.): USA, conference, 46 days, \$1,502

Mr R. Dagwell (S. Lect.): England, research, 31 days, \$3,096

Prof R. Guest (Prof.): England, conference, 12 days, \$9,500

Dr G. Hooi (Lect.): Malaysia, conference, 5 days, \$1,892

Dr A. Huang (S. Lect.): China, conference, 30 days, \$3,449

Prof L. Mia (Prof.): USA, ASP, 67 days, \$8,556

Ms A. Mortimore (Lect.): Germany, conference, 3 days, \$987

A/Prof P. Narayan (Lect.): Fiji, ASP, 9 days, \$1,227; Fiji, ASP, 8 days, \$902; Fiji, research, 10 days, \$893; Germany, ASP, 8 days, \$2,335

Dr P. Rajapakse (Lect.): Sri Lanka, ASP, 26 days, \$2,524

A/Prof E. Roca (A/Prof.): Canada, ASP, 38 days, \$3,995; Taiwan, conference, 10 days, \$2,637; Vietnam, conference, 6 days, \$3,060

Prof S. Selvanathan (Prof.): India, ASP, 43 days, \$2,233; India, conference/research, 56 days, \$5,273

Prof C. Smith (Prof.): New Zealand, conference, 4 days, \$1,098

Prof J. Stewart (Dep. Head of Department): Portugal, conference, 10 days, \$2,313

A/Prof N. Subramaniam (A/Prof.): Malaysia, conference, 3 days, \$1,946

Dr L. Winata (Lect.): Indonesia, research, 23 days, \$1,486

### Department of Industrial Relations

Dr C. Allan (Head of Department): New Zealand, conference, 5 days, \$1,852

Prof G. Bamber (Prof.): England, research, 28 days, \$10,497; India, conference, 11

# Overseas Travel

days, \$1,535; New Zealand, conference, 4 days, \$533

Dr K. Broadbent (S. Lect.): New Zealand, conference, 6 days, \$1,326

Dr R. Loudoun (Lect.): England, ASP, 125 days, \$11,068; England, conference, 11 days, \$3,772

Prof D. Peetz (Prof.): Canada, conference, 7 days, \$3,533; New Caledonia, conference, 7 days, \$2,824; New Zealand, conference, 6 days, \$629

Prof A. Wilkinson (Prof.): England, research, 12 days, \$7,575; England, research, 24 days, \$3,425

## **Department of International Business and Asian Studies**

Dr B. Bishop (S. Lect.): Greece, conference, 5 days, \$823

Dr L. Crump (S. Lect.): Hungary, conference, 19 days, \$5,217

Dr G. Ge (S. Lect.): China, research, 17 days, \$1,589; China, research, 38 days, \$4,945; USA, conference, 7 days, \$3,573

Dr J. Graham (S. Lect.): Japan, ASP, 21 days, \$4,441

Dr M. Hossain (S. Lect.): China, official business, 26 days, \$2,697; China, official business, 66 days, \$3,324; India, ASP, 32 days, \$2,885; India, research, 22 days, \$3,045; Vanuatu, conference, 3 days, \$1,960

A/Prof J. Howell (A/Prof.): Germany, conference, 32 days, \$4,957; Indonesia, research, 16 days, \$3,044

Prof Y. Kwon (Prof.): Korea, official business, 5 days, \$3,220; Korea, official business, 16 days, \$3,723; Korea, special duties, 19 days, \$3,486; Korea, special duties/research, 46 days, \$3,275; Korea, special duties/research, 15 days, \$2,144

Prof L. Liew (Head of Department): China, research, 15 days, \$2,709

Prof C. Mackerras (Emeritus Professor): USA, conference, 32 days, \$2,967; USA, official business, 20 days, \$3,256

A/Prof S. Maswood (A/Prof.): Ghana, conference, 9 days, \$1,198

Dr A. Riege (S. Lect.): China, special duties, 15 days, \$1,897; Germany, ASP,

279 days, \$4,262; Germany, conference/research, 20 days, \$6,397; Germany, research, 18 days, \$2,773

Ms R. Roberts (Lect.): China, official business, 20 days, \$3,305; China, official business, 15 days, \$2,072

Dr P. Ross (Lect.): Finland, conference, 10 days, \$3,950

A/Prof D. Schak (Adj. A/Prof.): Taiwan, research, 11 days, \$1,663; Taiwan, research, 53 days, \$1,485

Prof A. Selvanathan (Prof.): China, official business, 8 days, \$2,862; India, ASP, 41 days, \$2,233; India, conference/research, 56 days, \$5,948

Dr M. Sinclair (Program Dir.): Austria, official business, 24 days, \$2,450; England, conference, 23 days, \$1,293

Mr D. Smith (Lect.): China, official business, 57 days, \$1,772; China, official business, 46 days, \$5,604

## **Department of Management**

Prof M. Barker (Prof.): USA, official business, 54 days, \$2,700; Canada, ASP, 14 days, \$5,045; China, conference, 23 days, \$721; France, official business, 46 days, \$2,952; France, research, 20 days, \$2,165; Greece, conference, 7 days, \$6,654; Greece, official business, 9 days, \$3,280; New Zealand, conference, 4 days, \$677

Dr M. Boyle (S. Lect.): Austria, conference, 16 days, \$4,164

Dr Y. Brunetto (S. Lect.): England, conference, 6 days, \$6,013; England, conference, 10 days, \$1,163

Prof P. Couchman (Prof.): Austria, research, 28 days, \$5,565; India, conference, 8 days, \$3,094

Dr R. Fisher (Lect.): China, official business, 10 days, \$2,422; Hong Kong, official business, 7 days, \$1,170

Prof L. Fulop (Prof.): England, official business, 30 days, \$4,755

Prof J. Gammack (Prof.): China, official business, 11 days, \$4,745

Dr G. Guzman (Dep. Head of School): USA, conference, 8 days, \$3,200

A/Prof P. Jordan (A/Prof.): USA, conference, 7 days, \$7,064; USA, conference, 10 days, \$2,475

Dr D. Kerr (S. Lect.): Thailand, conference, 5 days, \$2,043

Dr S. Lawrence (S. Res. Ass.): USA, conference, 7 days, \$2,713

Dr S. Le Queux (S. Lect.): France, conference, 7 days, \$2,500

Dr R. McPhail (Lect.): England, official business, 8 days, \$4,504; Hong Kong, official business, 5 days, \$3,099

Mr S. Miah (Res. Fell.): China, official business, 6 days, \$1,580

Prof K. Parry (Prof.): Philippines, official business, 8 days, \$1,376; USA, ASP, 7 days, \$3,990

Dr A. Poropat (A/Lect.): Germany, conference, 10 days, \$3,617; Hong Kong, official business, 9 days, \$1,815

A/Prof B. Russell (A/Prof.): India, conference, 9 days, \$3,349; Netherlands, conference, 12 days, \$4,336

Dr A. Ruth (Lect.): Canada, conference, 11 days, \$5,734

Dr K. Sandhu (Lect.): India, official business, 28 days, \$12,269; India, special duties, 29 days, \$1,910

Dr A. Shacklock (S. Lect.): China, official business, 12 days, \$1,560; Indonesia, conference/research, 16 days, \$2,091; Italy, conference, 12 days, \$4,590; Philippines, official business, 28 days, \$6,447; Philippines, official business, 19 days, \$4,715; Philippines, official business, 8 days, \$1,014

Dr K. Shacklock (S. Lect.): Italy, conference, 12 days, \$3,667; Manila, official business, 8 days, \$1,334

Dr A. Troth (Lect.): Hong Kong, official business, 7 days, \$2,442; USA, conference, 10 days, \$5,163

Dr P. Woods (Lect.): China, official business, 9 days, \$2,646

## **Department of Marketing**

Ms H. Douglas (Res. Officer): Finland, conference, 11 days, \$3,893

Dr T. Fenech (S. Lect.): Italy, conference, 8 days, \$2,613

Dr t. Gatfield (S. Lect.): China, official business, 16 days, \$2,080; China, special

# Overseas Travel

duties, 14 days, \$1,036; England, official business, 14 days, \$3,262; Philippines, research, 11 days, \$1,342

Dr D. Grace (Head of Department): New Zealand, official business, 7 days, \$1,570; USA, conference, 7 days, \$2,838

Dr D. Griffin (Lect.): New Zealand, official business, 7 days, \$1,517

Dr C. Herington (S. Lect.): Greece, ASP, 30 days, \$7,365; New Zealand, conference, 7 days, \$373

Ms K. Kuhn (A/Lect.): New Zealand, conference, 10 days, \$573

A/Prof A. (A/Prof.): Canada, research, 27 days, \$5,804; New Zealand, official business, 4 days, \$1,052

Prof W. Merrilees (Head of Department): England, conference, 9 days, \$2,731; USA, ASP, 222 days, \$3,798

Dr D. Miller (Lect.): USA, official business, 4 days, \$3,602

Dr R. Pentecost (Lect.): New Zealand, official business, 30 days, \$639

Ms H. Roobottom (A/Lect.): New Zealand, official business, 7 days, \$1,426

Dr S. Rundle-Thiele (Dep. Head of Department): England, official business, 16 days, \$5,838

A/Prof G. Sullivan Mort (A/Prof.): Italy, conference, 20 days, \$5,044; New Zealand, conference, 6 days, \$1,841

Dr A. Sweeney (Lect.): New Zealand, official business, 14 days, \$573

Dr S. Weaven (S. Lect.): New Zealand, official business, 7 days, \$573; USA, conference, 7 days, \$3,277

Dr H. Winzar (S. Lect.): Canada, ASP/conference, 190 days, \$5,645; New Zealand, conference, 7 days, \$1,546

## Department of Politics and Public Policy

Dr P. Bishop (S. Lect.): Austria, conference, 12 days, \$5,369; England, research, 161 days, \$29,674

Dr G. Curran (S. Lect.): England, conference/research, 16 days, \$5,027

Prof J. Kane (Prof.): Finland, conference, 10 days, \$2,957; Japan, research, 6

days, \$3,160; USA, conference, 13 days, \$2,656; USA, conference, 6 days, \$3,014; Singapore, research, 5 days, \$1,102; USA, research, 6 days, \$5,764

A/Prof B. O'Connor (A/Prof.): England, conference, 9 days, \$2,100; USA, conference/research, 19 days, \$8,059

Prof C. O'Faircheallaigh (Prof.): USA, conference, 7 days, \$5,797

Dr P. Oliver (S. Res. Fell.): Austria, research, 19 days, \$4,708

Prof H. Patapan (Prof.): Finland, conference, 10 days, \$2,957; Singapore, conference, 5 days, \$2,439; Singapore, research, 6 days, \$2,750; USA, conference, 6 days, \$6,934; USA, conference, 13 days, \$3,368

Dr E. Van Acker (S. Lect.): USA, ASP, 66 days, \$10,451

Prof P. Weller (Prof.): India, research, 12 days, \$8,831; Thailand, research, 6 days, \$1,560; USA, research, 22 days, \$9,507

## Department of Tourism, Leisure, Hotel and Sport Management

Prof C. Auld (Prof.): China, official business, 12 days, \$4,579; England, official business, 18 days, \$12,005; India, official business, 17 days, \$6,634; India, official business, 8 days, \$4,395

Mr B. Bell (Lect.): Singapore, conference, 15 days, \$2,282

Prof P. Brown (Prof.): Hong Kong, research, 5 days, \$2,109; Portugal, conference/research, 12 days, \$1,359; Thailand, conference, 6 days, \$3,096

Dr K. Butcher (S. Lect.): Thailand, ASP, 137 days, \$11,363; Thailand, official business, 11 days, \$3,915; Thailand, research, 8 days, \$1,076

Dr C. Cater (Lect.): China, ASP, 160 days, \$4,306

Prof M. Davidson (Prof.): China, conference, 14 days, \$12,643; England, official business, 14 days, \$4,254

A/Prof D. Funk (A/Prof.): USA, ASP, 175 days, \$5,086; USA, official business, 7 days, \$3,044

Prof C. Guiding (Prof.): New Zealand, special duties, 10 days, \$1,299

Mr R. Hales (A/Lect.): Canada, conference/research, 26 days, \$3,834

Dr R. Hibbins (S. Lect.): Canada, official business, 18 days, \$7,669; Canada, official business, 10 days, \$4,217; China, conference, 9 days, \$1,447; Singapore, official business, 5 days, \$1,529

A/Prof G. Jennings (A/Prof.): England, conference/research, 17 days, \$3,000

Mrs C. King (Lect.): China, official business, 6 days, \$3,111; Hong Kong, official business, 5 days, \$2,584; USA, conference, 9 days, \$2,655

Dr K. Marles (Lect.): China, official business, 6 days, \$761

Dr D. O'Brien (S. Lect.): Italy, conference, 9 days, \$5,287

Dr A. Patiar (S. Lect.): China, official business, 8 days, \$1,314; Hong Kong, official business, 8 days, \$3,777; India, research, 11 days, \$2,172

Ms M. Pratt (A/Lect.): China, official business, 7 days, \$1,441

Dr M. Raybould (Lect.): Hong Kong, official business, 5 days, \$2,743

Dr J. Rynne (Lect.): China, conference, 12 days, \$2,518

Prof B. Sparks (Prof.): USA, conference, 6 days, \$4,228

Prof K. Toohey (Head of Department): Denmark, conference, 14 days, \$6,629; India, official business, 4 days, \$4,175; Italy, official business, 22 days, \$1,132; New Zealand, official business, 6 days, \$1,157

Mr B. Weeks (Lect.): USA, conference, 9 days, \$2,632

A/Prof H. Wilkins (A/Prof.): Hong Kong, official business, 6 days, \$2,144; China, official business, 13 days, \$4,610; Hong Kong, official business, 11 days, \$3,647; Hong Kong, official business, 2 days, \$1,917; Hong Kong, official business, 6 days, \$2,189

Dr D. Zakus (S. Lect.): Cyprus, ASP/conference, 34 days, \$3,258; Italy, conference, 13 days, \$4,139

# Overseas Travel

## **Centre for Governance and Public Policy**

Dr P. Cowan (Mgr.): England, research, 4 days, \$1,494

Dr R. Pelizzo (Res. Fell.): USA, conference, 13 days, \$6,665; USA, conference/research, 19 days, \$2,936

A/Prof J. Sharman (A/Prof.): Denmark, conference, 9 days, \$4,621; Denmark, conference, 7 days, \$3,038; Finland, conference/research, 22 days, \$10,749; France, conference, 8 days, \$4,511; France, official business, 27 days, \$11,579; Thailand, research, 3 days, \$2,164

Dr A. Tiernan (Postdoctoral Fell.): New Zealand, conference, 4 days, \$1,110

Prof Y. Xu (Res. Fell.): China, research, 13 days, \$3,215; India, research, 12 days, \$2,462; USA, research, 22 days, \$5,350

## **Griffith Asia Institute**

Ms J. Gilbert (Res. Ass.): USA, conference, 9 days, \$2,759

Dr M. Heazle (Res. Fell.): Sweden, research, 36 days, \$11,044

Dr S. McCarthy (Res. Fell.): USA, conference, 15 days, \$3,045

Prof M. Wesley (Dir.): England, research, 10 days, \$13,272; India, conference, 7 days, \$4,686; Indonesia, conference, 5 days, \$9,391

## **Griffith Health**

### **Pro Vice Chancellor (Health)**

Prof A. Cripps (Pro Vice Chancellor): Iceland, conference, 13 days, \$11,595; USA, conference, 8 days, \$7,627

### **Griffith Health Executive**

Prof N. Buys (Dean, Teaching & Learning): USA, conference, 67 days, \$3,509; USA, conference, 12 days, \$6,701

Prof D. Creedy (Dean, Academic): England, conference/research, 30 days, \$8,395; Japan, conference, 8 days, \$3,062; Thailand, conference, 10 days, \$2,054; United Arab Emirates, official business, 7 days, \$7,886

Prof L. Griffiths (Dean, Research): Czech Republic, official business, 6 days, \$1,136; Italy, research, 34 days, \$15,268;

Norfolk Island, research, 6 days, \$2,411; Sweden, conference, 66 days, \$7,019; USA, conference, 10 days, \$3,746; USA, conference, 19 days, \$1,387

### **Office of the Pro Vice Chancellor (Health)**

Mr N. West (Acting Executive Officer): Japan, conference, 4 days, \$2,089

### **School of Anatomy**

Dr B. Beck (Head of School): Germany, conference, 7 days, \$2,567; USA, conference, 7 days, \$5,969; USA, official business, 5 days, \$4,402

### **School of Dentistry and Oral Health**

Ms J. Evans (S. Lect.): China, official business, 7 days, \$1,792

Ms E. Evelyn (Lect.): New Zealand, conference, 4 days, \$500

Dr J. Gao (S. Lect.): China, official business, 9 days, \$2,712

A/Prof A. Itthagarun (A/Prof.): China, official business, 5 days, \$1,645; China, research, 3 days, \$1,444

Prof N. Johnson (Dean & Head of School): China, official business, 3 days, \$1,933

Prof F. Mack (Prof.): Germany, research, 8 days, \$2,869; USA, conference, 7 days, \$4,420

Mr J. Mackay (S. Lect.): China, official business, 7 days, \$1,913

Dr R. Nair (S. Lect.): USA, conference, 13 days, \$4,172

Prof T. Remmerbach (Prof.): Germany, research, 60 days, \$1,802

Dr L. Sedlak-Weinstein (Course Convenor): Vanuatu, official business, 11 days, \$1,247

### **School of Human Services**

Prof L. Chenoweth (Prof.): China, conference, 5 days, \$1,522; China, conference, 5 days, \$3,021; England, research, 24 days, \$2,832

Dr J. Fowler (S. Lect.): USA, ASP, 203 days, \$9,672; USA, research, 29 days, \$7,326

Dr S. Larmar (Lect.): Italy, conference, 18 days, \$3,031

Dr K. MacFarlane (S. Lect.): New Zealand, conference, 7 days, \$201

Dr C. Tilbury (S. Lect.): New Zealand, official business, 9 days, \$561; USA, conference, 29 days, \$3,893

### **School of Medical Science**

Ms N. Colson (Facilitator): USA, conference, 9 days, \$3,001

Prof J. Headrick (Prof.): Italy, conference, 10 days, \$6,378

A/Prof V. Korolik (A/Prof.): Netherlands, conference/research, 27 days, \$5,757; USA, official business, 30 days, \$1,837

A/Prof N. Morrison (A/Prof.): USA, conference, 4 days, \$3,960

A/Prof J. Neuzil (A/Prof.): Czechoslovakia, official business, 3 days, \$1,691; Czechoslovakia, research, 26 days, \$3,636; Japan, official business, 6 days, \$2,043

Dr I. Peak (S. Lect.): Thailand, official business, 6 days, \$2,089

Dr J. Peart (Res. Fell.): Italy, conference, 10 days, \$6,126; New Zealand, official business, 4 days, \$1,666; USA, research, 15 days, \$7,228

Dr D. Pountney (S. Lect.): England, conference, 12 days, \$2,928

Ms S. Quinlan (S. Res. Co-ordinator): Norfolk Island, research, 6 days, \$1,853

Dr R. Rose-Meyer (Lect.): Italy, ASP, 31 days, \$2,418

Dr L. Tajouri (Postdoctoral Res. Fell.): France, conference, 19 days, \$1,797

### **School of Medicine**

Dr C. Cameron (Res. Fell.): New Zealand, research, 5 days, \$1,662

Prof A. Lam (Prof.): Singapore, conference, 7 days, \$1,295

Prof R. McClure (Prof.): USA, conference, 6 days, \$4,190

A/Prof R. Tedman (A/Prof.): Singapore, conference, 4 days, \$1,611

A/Prof M. Yelland (A/Prof.): New Zealand, official business, 4 days, \$410

# Overseas Travel

## School of Nursing and Midwifery

Prof L. Aitken (Prof.): USA, official business, 5 days, \$2,150

Prof S. Borbasi (Prof.): England, conference, 17 days, \$5,501; India, official business, 8 days, \$2,632; Singapore, official business, 11 days, \$10,458

Dr J. Brammer (Lect.): Singapore, official business, 213 days, \$2,031

Ms J. Brittingham (A/Lect.): USA, conference, 9 days, \$1,995

Prof W. Chaboyer (Dir.): England, conference, 36 days, \$6,675; New Zealand, official business, 6 days, \$2,135

Dr M. Cooke (Dep. Head of School): Thailand, conference, 7 days, \$2,037

Dr J. Gamble (S. Lect.): England, conference, 11 days, \$4,298

Dr S. Henderson (Co-ordinator): New Zealand, conference, 4 days, \$700

Ms V. Henderson (A/Lect.): England, conference, 14 days, \$2,296

Ms K. May (A/Lect.): New Zealand, conference, 10 days, \$559

Mr G. Mellor (Lect.): Singapore, official business, 14 days, \$1,157; Singapore, official business, 5 days, \$2,060; Singapore, official business, 5 days, \$2,140; Singapore, official business, 8 days, \$3,017; Singapore, official business, 6 days, \$2,459; Singapore, official business, 3 days, \$2,675

Dr M. Mitchell (Dep. Head of School): Singapore, ASP, 7 days, \$3,239; Singapore, official business, 3 days, \$2,153

Prof W. Moyle (Dep. Dir.): Taiwan, official business, 7 days, \$2,912; USA, conference, 11 days, \$6,136

A/Prof E. Patterson (Dean & Head of School): Singapore, official business, 8 days, \$2,678; Singapore, official business, 2 days, \$1,157

Dr J. Rowe (Co-ordinator): England, ASP, 23 days, \$3,030

Dr P. Seaton-Sykes (Lect.): Canada, conference, 18 days, \$5,805; Singapore, official business, 8 days, \$3,518

A/Prof W. St John (Dep. Head of School): New Zealand, conference, 6 days, \$900

Dr L. Venturato (A/Lect.): Singapore, official business, 13 days, \$2,823; Singapore, official business, 3 days, \$2,095

Prof M. Wallis (Chair in Clinical Nursing Res.): New Zealand, conference, 5 days, \$1,337

A/Prof J. Wollin (A/Prof.): United Arab Emirates, United Arab Emirates, 7 days, \$5,056; United Arab Emirates, official business, 151 days, \$5,406; USA, official business, 31 days, \$10,163

## School of Pharmacy

Dr A. Haywood (S. Lect.): New Zealand, conference, 5 days, \$657

Dr P. Johnson (Lect.): New Zealand, conference, 4 days, \$1,650

Prof. N. Smith (Head of School): Fiji, official business, 5 days, \$1,036; Fiji, official business, 4 days, \$881; Greece, conference, 9 days, \$4,028

## School of Physiotherapy and Exercise Science

Dr L. Adams (Head of School): USA, conference, 13 days, \$2,202

Ms L. Bisset (Lect.): Canada, conference, 18 days, \$2,115

Ms M. Constantinou (Lect.): Canada, conference, 15 days, \$2,204

Ms M. Dalton (S. Lect.): New Zealand, ASP, 4 days, \$1,284

Dr G. Harrison (S. Lect.): USA, conference, 7 days, \$3,858

Dr L. Laakso (S. Lect.): New Zealand, official business, 4 days, \$1,692; USA, official business, 23 days, \$3,878

Mr G. Lichtwark (Postdoctoral Fell.): New Zealand, conference, 5 days, \$563; USA, conference, 8 days, \$3,997

A/Prof N. Morris (A/Prof.): India, official business, 9 days, \$4,280; New Zealand, official business, 4 days, \$1,801; USA, conference/research, 23 days, \$4,324

A/Prof G. Renshaw (A/Prof.): Norway, ASP, 67 days, \$2,389

Dr D. Schneider (S. Lect.): China, official business, 24 days, \$1,621

## School of Psychology

Dr G. Andrews (S. Lect.): USA, ASP, 8 days, \$4,533

Dr M. Boschen (Lect.): New Zealand, conference, 8 days, \$148; Spain, conference, 11 days, \$2,934

Dr G. Bradley (S. Lect.): Sweden, conference, 9 days, \$2,579

Dr L. Casey (Lect.): Spain, conference, 12 days, \$3,410; Switzerland, conference, 13 days, \$2,533

Prof P. Creed (Prof.): Germany, conference, 22 days, \$2,761; Italy, conference, 11 days, \$4,948

Mr N. Davey (Res. Ass.): Singapore, conference, 6 days, \$1,401

Prof S. Dawe (Prof.): Germany, conference, 18 days, \$2,064; Spain, conference/research, 17 days, \$3,572

Dr A. Duffy (A/Lect.): Germany, conference, 17 days, \$2,048

Dr R. Ford (S. Lect.): Germany, conference, 14 days, \$6,522

Dr S. Frye (Clinic Dir.): Spain, conference/research, 39 days, \$4,893

Dr H. Green (Lect.): Spain, official business, 10 days, \$2,456

Ms J. Griffiths (Prof.): Germany, conference, 17 days, \$6,673

Prof K. Halford (Prof.): Spain, conference, 12 days, \$1,596; Switzerland, conference, 13 days, \$2,465

Dr T. Hine (S. Lect.): England, ASP, 25 days, \$5,017

Dr M. Hood (Lect.): Germany, conference, 22 days, \$3,761

A/Prof M. Kebbell (Dir.): England, ASP, 200 days, \$2,276; England, official business, 38 days, \$1,512; USA, conference/research, 15 days, \$4,103

Ms T. Ludlow (Client Mgr./Lect.): Germany, conference, 15 days, \$3,514

Dr S. Morrison (S. Lect.): New Zealand, research, 12 days, \$1,027

Dr S. Morrissey (Dep. Head of School): England, ASP, 107 days, \$4,407

# Overseas Travel

Prof D. Nesdale (Prof.): England, ASP, 92 days, \$14,482; USA, research, 22 days, \$6,765

Dr A. O'Donovan (S. Lect.): Spain, conference, 14 days, \$5,957; Spain, official business, 23 days, \$1,693; USA, ASP, 28 days, \$5,187

Prof. D. Shum (Prof.): Spain, conference, 9 days, \$4,249; USA, conference, 8 days, \$1,563

Dr A. Waters (S. Lect.): Spain, ASP, 7 days, \$5,201

A/Prof K. Wilson (A/Prof.): Spain, conference, 9 days, \$22,773

A/Prof M. Zimmer-Gembeck (A/Prof.): Spain, conference, 12 days, \$3,658; USA, conference, 9 days, \$4,280

## School of Public Health

Dr C. Brown (Lect.): Switzerland, official business, 8 days, \$1,266

Mr B. Desbrow (S. Lect.): India, official business, 8 days, \$1,770

Ms L. Graham (Res. Ass.): New Zealand, conference, 4 days, \$1,320

Dr N. Harris (Lect.): Singapore, conference, 1 day, \$1,733

A/Prof R. Hughes (Dep. Head of School): France, official business, 5 days, \$880

Dr F. Rowe (Lect.): Nauru, research, 12 days, \$1,455

Dr G. Shaw (S. Lect.): New Zealand, conference, 15 days, \$1,051

Dr S. Somerset (S. Lect.): France, ASP, 88 days, \$4,506

Prof. D. Stewart (Head of School): France, official business, 10 days, \$5,896; Papua New Guinea, research, 4 days, \$2,595; Canada, conference, 9 days, \$1,615

## Australian Institute for Suicide research and Prevention

Prof D. De Leo (Dir.): Ireland, conference/research, 36 days, \$12,018; Italy, conference/research, 53 days, \$7,258; Italy, conference/research, 46 days, \$7,922

## Science, Environment, Engineering and Technology

### Pro Vice Chancellor (Science, Environment, Engineering and Technology)

Prof N. Pankhurst (Pro Vice Chancellor): France, conference, 10 days, \$8,936; Vietnam, official business, 8 days, \$7,586

### Science, Engineering and Environment Executive

Mr D. Edwards (Dean, Learning & Teaching): China, official business, 6 days, \$2,015; China, official business, 6 days, \$2,139; Portugal, conference, 18 days, \$3,160

A/Prof C. Wild (Dean, Academic): Indonesia, official business, 4 days, \$1,521; Vietnam, official business, 7 days, \$7,586

### Griffith School of Engineering

Prof I. Agranovski (Prof.): Russia, official business, 73 days, \$23,952; Russia, research, 34 days, \$13,806; Russia, research, 19 days, \$11,995; Russia, special duties, 10 days, \$6,726

Prof A. Balasubramaniam (Prof.): Thailand, conference, 11 days, \$1,217

Mr M. Bolton (A/Lect.): China, official business, 13 days, \$3,294; China, official business, 15 days, \$4,014; Malaysia, conference, 14 days, \$4,888

Dr D. Bromwich (S. Lect.): Sweden, Sweden, 10 days, \$1,385

Dr A. Busch (Lect.): Singapore, conference, 5 days, \$1,391

Dr J. Daniel (S. Res. Fell.): Singapore, conference, 6 days, \$1,360

Dr G. Davis (Lect.): USA, conference, 5 days, \$2,569

Ms C. Desha (A/Lect.): Singapore, official business, 5 days, \$682

Prof S. Dimitrijevic (Prof.): Japan, conference, 7 days, \$2,771

Dr J. Doh (Lect.): China, official business, 6 days, \$2,727; Korea, conference, 4 days, \$996; Korea, conference, 9 days, \$2,149

A/Prof M. Greenway (A/Prof.): England, conference, 15 days, \$4,118; India,

research, 31 days, \$1,650; USA, conference/research, 15 days, \$2,470

Prof B. Harrison (Prof.): USA, official business, 33 days, \$13,288

Ms C. Howe (Program Mgr.): Singapore, conference, 6 days, \$1,466

Dr D. James (S. Res. Fell.): Singapore, conference, 6 days, \$699

Dr K. Le (Lect.): Korea, ASP, 216 days, \$4,346; Vietnam, official business, 8 days, \$2,318

Prof Y. Loo (Prof.): China, ASP, 25 days, \$2,469; China, official business, 14 days, \$7,109; China, official business, 8 days, \$1,332; France, ASP, 33 days, \$1,949; Hong Kong, official business, 5 days, \$2,473; India, ASP, 13 days, \$5,491

A/Prof J. Lu (A/Prof.): China, conference, 15 days, \$3,328; China, special duties, 7 days, \$2,837; Germany, conference, 7 days, \$4,456; USA, conference, 7 days, \$4,067

Prof S. Mohamed (Prof.): Singapore, conference, 8 days, \$1,280

Prof K. Paliwal (Prof.): Belgium, conference, 6 days, \$3,773; USA, conference, 7 days, \$3,075

Ms C. Paten (A/Lect.): Singapore, official business, 5 days, \$1,410

Ms C. Patrick (Program Mgr.): Singapore, official business, 10 days, \$5,915

Dr O. Pyankov (Res. Fell.): Russia, research, 34 days, \$4,088

Ms M. Radovic-Vlacic (Administrative Officer): Singapore, conference, 8 days, \$2,433

Dr A. Rahman (Lect.): Singapore, conference, 11 days, \$1,339

Dr V. Tam (Lect.): China, official business, 8 days, \$1,743; Hong Kong, research, 49 days, \$2,112; USA, conference, 7 days, \$3,513

Dr L. Tao (S. Lect.): China, conference, 16 days, \$2,792; USA, conference, 8 days, \$4,506

Prof D. Thiel (Prof.): Canada, official business, 8 days, \$5,147; USA, conference, 7 days, \$1,976

# Overseas Travel

Prof R. Tomlinson (Dir.): France, research, 23 days, \$11,062

Prof L. Vlacic (Prof.): Korea, conference, 12 days, \$1,747

Ms F. Webb (S. Project Officer): Singapore, conference, 6 days, \$2,219

Dr P. Williams (S. Lect.): Singapore, official business, 4 days, \$1,987

Prof B. Yu (Head of School): China, research, 17 days, \$2,265; Singapore, special duties, 10 days, \$2,347

Dr J. Yu (S. Lect.): China, ASP, 169 days, \$2,048; Singapore, special duties, 4 days, \$1,724

Dr H. Zhang (S. Lect.): China, research, 34 days, \$2,183; Switzerland, ASP, 75 days, \$4,739

## Queensland Microtechnology Facility

Dr J. Han (Res. Fell.): Japan, conference, 18 days, \$3,551

Mr A. Iacopi (Mgr.): England, official business, 15 days, \$5,929

## **Griffith School of Environment**

A/Prof S. Baum (A/Prof.): Malaysia, conference, 9 days, \$2,276; Singapore, conference/research, 15 days, \$1,838

Prof L. Brown (Prof.): Bhutan, official business, 37 days, \$5,426; Bhutan, official business, 26 days, \$20,507; South Africa, official business, 23 days, \$6,330; Turkey, conference, 29 days, \$6,222

Ms G. Burns (Lect.): Norway, official business, 13 days, \$6,777

Dr J. Cameron (S. Lect.): USA, conference, 43 days, \$3,144; China, conference, 8 days, \$1,224

Dr G. Castley (Lect.): Nepal, research, 16 days, \$2,122; South Africa, conference, 15 days, \$900

A/Prof J. Chaseling (Lect.): Austria, conference, 11 days, \$1,288; Brazil, conference/research, 11 days, \$2,360

Prof C. Chu (Prof.): Canada, conference, 18 days, \$6,636; China, conference, 6 days, \$2,252; China, official business, 7 days, \$4,166; China, official business, 6 days, \$5,642; China, research, 15 days, \$8,013; Indonesia, conference, 5 days, \$2,667; Indonesia; research, 8 days,

\$2,130; Malaysia, conference, 4 days, \$1,241; Taiwan, conference, 6 days, \$6,702; Taiwan, conference/research, 6 days, \$2,273; Taiwan, conference/research, 9 days, \$1,665; Vietnam, official business, 6 days, \$1,453

A/Prof R. Connolly (Dep. Head of School): Germany, conference, 44 days, \$13,427

Dr R. Cropp (S. Lect.): England, conference/research, 28 days, \$2,842; England, research, 19 days, \$5,650; New Zealand, research, 12 days, \$746

Prof P. Dale (Prof.): Brazil, conference, 36 days, \$4,000; Hong Kong, conference, 6 days, \$1,221; Indonesia, conference, 5 days, \$2,001; Indonesia, official business, 4 days, \$1,450; USA, conference/research, 18 days, \$3,326

Dr P. Daniels (S. Lect.): Hungary, research, 16 days, \$4,482; USA, conference/research, 11 days, \$3,314

Dr P. Davey (S. Lect.): Indonesia, official business, 38 days, \$1,696; Canada, conference, 25 days, \$5,639; China, official business, 13 days, \$3,000; Indonesia, conference, 4 days, \$1,460; Indonesia, research, 10 days, \$1,916; Kenya, conference, 9 days, \$4,037; Korea, conference, 6 days, \$2,059

A/Prof D. Dredge (A/Prof.): New Zealand, conference, 4 days, \$1,865

Prof R. Drew (Prof.): Vietnam, research, 8 days, \$4,230

Dr J. Ferreira (Lect.): India, conference, 14 days, \$1,551; South Africa, conference/research, 45 days, \$7,690; Switzerland, conference/research, 20 days, \$3,876

A/Prof H. Ghadiri (A/Prof.): Iran (Islamic Republic Of) conference, 16 days, \$3,270

Mr J. Hay (A/Lect.): China, official business, 7 days, \$2,859; New Zealand, research, 10 days, \$2,667

A/Prof M. Hero (A/Prof.): Nepal, research, 16 days, \$2,442; New Zealand, conference, 8 days, \$1,172

Dr R. Hindmarsh (S. Lect.): Canada, conference, 9 days, \$2,907; Czech Republic, conference, 10 days, \$4,141; England, research, 8 days, \$2,625; Italy, ASP, 46 days, \$10,126; New Zealand,

ASP, 11 days, \$1,746; New Zealand, research, 4 days, \$764

Prof J. Hughes (Head of School): Malaysia, conference, 8 days, \$1,259

A/Prof R. John (A/Prof.): USA, official business, 47 days, \$10,680

A/Prof D. Jones (A/Prof.): New Zealand, conference, 4 days, \$666; New Zealand, official business, 2 days, \$393

Prof R. Kitching (Prof.): Malaysia, research, 16 days, \$25,918

Prof S. Lee (Prof.): USA, conference, 17 days, \$3,274

A/Prof D. Low Choy (A/Prof.): England, official business, 30 days, \$3,259

Mr J. McBroom (Lect.): England, conference, 7 days, \$3,407; England, research, 20 days, \$2,355

Dr R. Neumann (Adj. Prof.): England, ASP, 51 days, \$3,495

Dr S. Piper (Res. Fell.): USA, conference, 20 days, \$2,634

Ms M. Romig (Res. Ass.): Vietnam, research, 8 days, \$2,475

Dr V. Shanmugam (S. Res. Fell.): Austria, conference, 18 days, \$8,630; Indonesia, official business, 20 days, \$4,723; Indonesia, research, 11 days, \$1,313; Indonesia, research, 15 days, \$4,374; Malaysia, official business, 19 days, \$2,656; Vietnam, research, 18 days, \$5,169

Dr N. Sipe (Head, Planning Discipline): USA, conference, 14 days, \$3,231; Indonesia, conference, 5 days, \$1,694

Ms W. Steele (Res. Ass.): USA, conference, 5 days, \$3,196

A/Prof J. Tisdell (A/Prof.): Canada, research, 17 days, \$6,263; Japan, conference, 9 days, \$788

Dr A. Tularum (Lect.): New Zealand, official business, 15 days, \$661

Dr J. Warnken (S. Lect.): France, conference, 4 days, \$2,504; United Arab Emirates, conference/research, 24 days, \$6,515

Dr D. Welsh (S. Lect.): France, research, 39 days, \$3,208; Italy, conference, 22 days, \$6,122; Italy, research, 17 days, \$2,062

# Overseas Travel

Dr S. Zhang (S. Res. Fell.): China, research, 11 days, \$1,854; Japan, official business, 10 days, \$1,300; USA, research, 12 days, \$6,859

Prof H. Zhao (Prof.): China, conference, 9 days, \$4,805; China, conference, 5 days, \$1,740; China, research, 14 days, \$3,716; China, special duties, 8 days, \$2,987; England, conference, 12 days, \$5,321

## Australian Rivers Institute

Prof A. Arthington (Prof.): New Zealand, conference, 11 days, \$2,109; New Zealand, official business, 11 days, \$777; New Zealand, special duties, 11 days, \$2,373; Sweden, conference, 7 days, \$2,862

Dr A. Brooks (S. Res. Fell.): Spain, conference, 8 days, \$6,043

Prof S. Bunn (Dir.): Canada, conference/research, 30 days, \$7,776; China, conference, 7 days, \$4,875; China, research, 4 days, \$3,124; Netherlands, conference, 5 days, \$2,693; New Zealand, conference, 10 days, \$886; USA, conference, 8 days, \$14,972

Dr M. Burford (S. Res. Fell.): China, research, 6 days, \$1,628; New Zealand, conference, 16 days, \$874; Vietnam, conference, 7 days, \$1,960

A/Prof A. Gabric (A/Prof.): Italy, conference, 19 days, \$2,018

Dr C. James (Res. Fell.): China, official business, 256 days, \$1,457

Mr D. Schmidt (Res. Fell.): New Zealand, conference, 6 days, \$394

A/Prof K. Yin (A/Prof.): China, research, 25 days, \$3,394; Croatia, conference, 10 days, \$4,991; USA, conference, 12 days, \$3,121

## Centre for Environmental Systems research

Mr K. Hargroves (Res. Fell.): India, special duties/conference, 9 days, \$2,561; USA, research, 8 days, \$4,137

## Centre for Forestry and Horticultural research

Dr T. Blumfield (Res. Fell.): Solomon Islands, research, 7 days, \$3,632

Dr S. Vijaysegaran (Dep. Dir.): Vietnam, research, 19 days, \$1,987

## Centre for Urban research

Prof B. Gleeson (Dir.): Ireland, ASP, 246 days, \$8,493; New Zealand, conference, 4 days, \$506

A/Prof G. Woolcock (Res. Fell.): Turkey, conference/research, 10 days, \$4,585

## International Centre for Ecotourism research

Prof R. Buckley (Dir.): China, official business, 26 days, \$11,868; Nepal, research, 33 days, \$4,781; New Zealand, research, 5 days, \$2,705; Singapore, research, 9 days, \$2,023

## School of Biomolecular and Physical Sciences

Dr S. Ashmore (S. Lect.): China, conference, 12 days, \$846; New Zealand, conference, 5 days, \$615; New Zealand, official business, 6 days, \$619

A/Prof P. Bates (Head, Griffith Aviation): Taiwan, official business, 24 days, \$12,267; USA, official business, 20 days, \$7,324

A/Prof D. Bernhardt (A/Prof.): England, ASP, 82 days, \$6,496

Dr T. Blach (Postdoctoral Res. Fell.): England, research, 22 days, \$1,689; Switzerland, research, 24 days, \$5,859; USA, research, 23 days, \$4,879

Dr C. Brown (S. Lect.): England, conference/research, 15 days, \$3,525

Prof D. Burch (Prof.): China, conference, 9 days, \$3,067; Egypt, research, 13 days, \$5,567

Mr C. Cahill (S. Res. Ass.): England, official business, 20 days, \$2,680

Mr B. Cavanagh (Res. Ass.): Germany, conference, 15 days, \$6,513

Dr C. Chen (Res. Fell.): China, research, 18 days, \$1,363; China, research, 31 days, \$2,043; France, conference, 8 days, \$4,806

Prof F. Clarke (Head of School): Italy, conference/research, 23 days, \$2,189

Dr C. Cobbold (Lect.): England, official business, 28 days, \$809

Prof D. Crane (Dep. Head of School): Germany, conference/research, 13 days, \$2,777

Dr G. Di Trapani (Lect.): Italy, conference, 27 days, \$1,311; Portugal, official business, 4 days, \$801

Prof R. Drew (Prof.): Malaysia, research, 8 days, \$2,241; Malaysia, research, 4 days, \$2,278; New Zealand, conference, 4 days, \$1,277; Norway, conference, 17 days, \$9,430; Philippines; research, 6 days, \$2,223

Dr A. Forrest (S. Lect.): Japan, special duties, 1 day, \$955

A/Prof E. Gray (A/Prof.): Canada, conference, 6 days, \$2,280; England, research, 22 days, \$8,829; USA, research, 7 days, \$4,351

Dr G. Heber (Postdoctoral Fell.): China, research, 18 days, \$1,293

Prof G. Hope (Prof.): China, research, 14 days, \$6,562; China, research, 16 days, \$3,254; USA, research, 21 days, \$7,281

Dr T. Houston (S. Lect.): USA, ASP, 17 days, \$4,426

Dr D. Kennedy (S. Lect.): Italy, conference, 18 days, \$2,617

Dr D. Kielpinski (S. Lect.): USA, conference, 8 days, \$2,683; USA, conference, 32 days, \$5,001

Prof A. Knight (Prof.): England, ASP, 156 days, \$5,920

Dr F. Leusch (Res. Fell.): England, official business, 10 days, \$2,227; USA, official business, 8 days, \$1,552

Dr K. Lyons (Lect.): Uganda, research, 21 days, \$4,464

Prof A. Mackay-Sim (Prof.): Italy, conference, 11 days, \$4,403; USA, conference, 6 days, \$2,835; USA, official business, 14 days, \$8,823

Dr D. Maguire (S. Lect.): USA, official business, 10 days, \$4,159

Dr S. McCue (Lect.): England, research, 24 days, \$2,970

Dr A. Meedeniya (Res. Fell.): Germany, conference, 15 days, \$1,405

A/Prof G. Mellick (A/Prof.): Netherlands, conference, 6 days, \$5,189

Dr W. Murrell (Res. Fell.): Japan, official business, 7 days, \$744

# Overseas Travel

Dr A. Nazir (Postdoctoral Res. Fell.): England, conference/research, 15 days, \$2,451; Germany, conference, 18 days, \$2,515

Prof B. Patel (Prof.): USA, official business, 16 days, \$4,736

Dr G. Pryde (S. Lect.): Netherlands, conference, 13 days, \$3,847; USA, conference, 8 days, \$3,894; USA, conference, 7 days, \$4,884

Dr A. Scott (Res. Fell.): India, conference, 14 days, \$2,944

Dr E. Streed (Res. Fell.): USA, conference, 37 days, \$6,481

Dr K. Tonissen (S. Lect.): Sweden, ASP, 50 days, \$3,499

Dr G. Watson (Lect.): Sweden, conference, 22 days, \$3,547

Dr J. Watson (Res. Fell.): Sweden, conference, 22 days, \$10,535

A/Prof D. Watters (A/Prof.): Germany, conference/research, 13 days, \$2,440; USA, conference, 10 days, \$1,725

Mr C. Webb (Lect.): England, official business, 24 days, \$2,776

Dr C. Wells (S. Lect.): Japan, research, 4 days, \$1,904; USA, conference, 4 days, \$3,104

Dr M. Williams (S. Lect.): Malaysia, conference, 12 days, \$1,699

Prof H. Wiseman (Prof./Federation Fell.): Italy, conference, 14 days, \$773; Japan, conference, 6 days, \$2,673; USA, conference, 13 days, \$2,150

Prof Z. Xu (Prof.): China, official business, 20 days, \$2,903; China, research, 7 days, \$2,632; China, conference/research, 25 days, \$1,977; China, conference/research, 21 days, \$2,192; China, official business, 6 days, \$2,238

## **School of Information and Communication Technology**

Ms J. Beekhuyzen (S. Res. Ass.): China, conference, 15 days, \$2,518; Germany, special duties; 23 days, \$1,960; New Zealand, conference, 12 days, \$1,483

A/Prof D. Billington (A/Prof.): India, conference, 7 days, \$2,278

Dr M. Blumenstein (Head of School): Brazil, conference, 9 days, \$6,062

Ms K. Clayton (Sessional): New Zealand, conference, 8 days, \$772

Prof G. Dromey (Prof.): Singapore, official business, 14 days, \$1,003

Prof V. Estivill-Castro (Prof.): Canada, official business, 17 days, \$3,070; Mexico, conference, 15 days, \$3,853; Singapore, conference, 5 days, \$2,663; USA, conference, 7 days, \$3,849

A/Prof M. Ford (A/Prof.): Italy, conference, 11 days, \$2,852

Dr P. Halloran (Lect.): Croatia, conference, 25 days, \$9,267

Dr R. Hexel (S. Lect.): England, official business, 21 days, \$3,501

Dr J. Jo (S. Lect.): Korea, official business, 25 days, \$1,696; China, official business, 16 days, \$3,589; France, ASP, 70 days, \$15,454; Indonesia, conference, 7 days, \$2,444; Korea, conference, 12 days, \$2,573; Korea, official business, 28 days, \$5,690; Korea, official business, 16 days, \$2,180; Malaysia, conference, 6 days, \$2,576; United Arab Emirates, conference, 7 days, \$3,408

Dr A. Lewis (Adj. S. Lect.): India, conference, 7 days, \$2,000; Netherlands, conference/research; 19 days, \$3,172

Dr A. Liew (S. Lect.): USA, conference, 16 days, \$4,171

Dr V. Muthukumarasamy (S. Lect.): Canada, official business, 21 days, \$8,843; India, conference, 7 days, \$1,436; USA, conference, 7 days, \$1,286

Dr S. Nielsen (Adj. S. Res. Fell.): New Zealand; conference, 4 days, \$1,526

Dr O. Noran (Lect.): Portugal, conference, 19 days, \$7,001

Dr W. Pullan (S. Lect.): United Arab Emirates, official business, 8 days, \$6,841

A/Prof T. Rout (S. Lect.): Finland, official business, 18 days, \$15,921; Ireland, conference, 16 days, \$11,361; Korea, special duties/conference, 29 days, \$12,936; Thailand, official business, 4 days, \$5,485; Thailand, research, 7 days, \$12,520; USA, research, 7 days, \$4,076

Dr B. Rowlands (Lect.): Canada, conference, 22 days, \$4,891

Prof A. Sattar (Prof.): Canada, conference, 9 days, \$7,047; New Zealand, research, 4 days, \$1,056; USA, conference, 16 days, \$3,489

Dr R. Sitte (S. Lect.): Czechoslovakia, ASP, 35 days, \$4,543

A/Prof J. Thornton (A/Prof.): England, conference/research, 14 days, \$6,021

Ms A. Tuffley (S. Res. Fell.): Thailand, official business, 4 days, \$6,886; Thailand, official business, 4 days, \$5,459; Thailand, special duties, 7 days, \$6,284; USA, conference, 5 days, \$2,831; USA, official business, 13 days, \$6,460

A/Prof L. Von Hellens (A/Prof.): Germany, research, 29 days, \$1,827; New Zealand, conference, 4 days, \$1,514

Dr J. Wang (Lect.): France, conference, 7 days, \$1,816

## **Natural Product Discovery**

A/Prof V. Avery (Program Leader): Switzerland, official business, 13 days, \$10,050; China, official business, 6 days, \$1,666; Germany, official business, 6 days, \$11,943; Germany, official business, 7 days, \$3,185; USA, official business, 8 days, \$17,043; USA, special duties, 14 days, \$19,124

Dr M. Buchanan (S. Res. Fell.): New Zealand, conference, 7 days, \$2,142

Dr D. Camp (Program Leader): Germany, conference, 9 days, \$3,855; New Zealand, official business, 4 days, \$2,114

Dr R. Davis (Res. Fell.): China, official business, 6 days, \$1,751

Dr G. Fechner (Res. Fell.): England, official business, 8 days, \$2,989

Dr Y. Feng (Res. Fell.): New Zealand, conference, 5 days, \$2,278

Prof I. Jenkins (Prof.): Germany, conference, 38 days, \$5,180

Dr J. Longden (Res. Fell.): England, conference, 21 days, \$1,942

Dr S. Newman (S. Res. Officer): New Zealand, official business, 4 days, \$1,803

# Overseas Travel

Ms M. Palframan (S. Res. Ass.): USA, official business, 13 days, \$4,444

Dr N. Pham (Res. Fell.): USA, research, 27 days, \$3,725

Prof R. Quinn (Dir.): England, special duties, 7 days, \$8,912; England, special duties, 12 days, \$21,744; Germany, official business, 6 days, \$12,496; Malaysia, official business, 17 days, \$10,214; New Zealand, conference, 5 days, \$4,267; New Zealand, official business, 3 days, \$3,379; USA, conference, 5 days, \$12,649

Ms M. Sykes (Res. Ass.): USA, special duties, 8 days, \$3,839

## Eskitis, The Institute for Cell and Molecular Therapies

A/Prof A. Hofmann (A.Prof.): USA, conference, 10 days, \$2,112

## National Centre for Adult Stem Cell research

Dr A. Chalk (Res. Fell.): Japan, research, 21 days, \$839; Japan, research, 21 days, \$1,024; Sweden, research, 68 days, \$4,038

Dr I. Ferguson (S. Res. Fell.): USA, conference, 7 days, \$3,765

## Institute for Glycomics

Dr N. Brown (Res. Fell.): Canada, official business, 2 days, \$1,392; USA, research, 126 days, \$1,657

Prof M. Von Itzstein (Executive Dir.): China, conference, 4 days, \$1,802; Germany, conference, 8 days, \$11,054; Germany, official business, 21 days, \$14,054; Hong Kong, official business, 7 days, \$1,884; Singapore, research, 3 days, \$1,432; Taiwan, official business, 4 days, \$3,793; USA, conference, 9 days, \$11,763

Dr J. Wilson (Res. Leader): England, research, 36 days, \$4,082

## Institute for Integrated and Intelligent Systems

Dr K. Su (Res. Fell.): Canada, conference, 34 days, \$8,873; China, conference, 12 days, \$2,135; India, conference/research, 18 days, \$2,603

Mr L. Wen (Res. Fell.): USA, conference, 7 days, \$1,061; China, conference, 21 days, \$2,071

Mr Y. Zhao (Res. Fell.): Korea, conference, 9 days, \$2,134

## Administrative and Academic Support Elements

### Office of the Vice Chancellor

Ms L. Forde (Chancellor): Canada, official business, 12 days, \$19,386

Prof I. O'Connor (Vice Chancellor): Canada, official business, 11 days, \$23,243; China, official business, 7 days, \$12,291; China, official business, 6 days, \$8,703; USA, official business, 5 days, \$15,545

### Deputy Vice Chancellor (Academic)

#### Griffith Institute for Higher Education

Dr H. Alexander (S. Lect.): Singapore, conference, 4 days, \$1,611

Dr C. Bowie (Lect.): Switzerland, official business, 10 days, \$3,330

Ms M. Lupton (Lect.): England, ASP, 17 days, \$4,914

Dr D. Nulty (S. Lect.): England, official business, 52 days, \$2,372

#### Quality, Planning and Statistics Unit

Mr D. Waters (Business Systems Analyst): New Zealand, conference, 11 days, \$1,203

### Deputy Vice Chancellor (research)

Prof L. Johnson (Dep. Vice Chancellor): China, official business, 13 days, \$13,527; Germany, official business, 14 days, \$17,325; USA, official business, 3 days, \$3,002

#### Graduate research School

Prof J. Cumming (Dean): New Zealand, conference, 6 days, \$1,127

#### Office for Commercialisation

Mr S. Chambers (Business Development Mgr.): USA, conference, 8 days, \$4,857

Dr P. Riddles (Dir.): England, official business, 12 days, \$1,719; Taiwan, conference, 5 days, \$3,580; USA, conference, 14 days, \$6,860; USA, special duties, 9 days, \$15,248

#### Office for research

Mr T. Sheil (S. Mgr.): China, conference, 8 days, \$2,000

### Pro Vice Chancellor (Community Partnerships)

Prof M. Standage (Pro Vice Chancellor): USA, conference, 13 days, \$11,951

#### Indigenous Policy and Community Engagement

Prof B. Robertson (Prof.): American Samoa, conference, 8 days, \$4,217; USA, official business, 10 days, \$1,447

#### Multi-Faith Centre

Prof S. Toh (Dir.): China, special duties, 4 days, \$2,704; New Zealand, official business, 3 days, \$886; Philippines, official business, 12 days, \$5,574; Taiwan, conference, 10 days, \$2,308; USA, conference, 10 days, \$4,591

### Pro Vice Chancellor (Information Services)

#### Corporate Technology Infrastructure

Mr K. Grant (Mgr.): USA, conference, 8 days, \$5,435

Mr N. Sharma (A/Dir.): USA, conference, 22 days, \$2,376

Ms P. Villalva (S. Database Administrator): Malaysia, conference, 13 days, \$2,565

Mr S. Wijeratne (Mgr.): USA, official business, 11 days, \$5,541

#### Educational Products and Services

Ms M. Holt (Res. & Development Officer): USA, conference, 16 days, \$3,336

Mr R. Loudon (Educational Designer): Singapore, conference, 4 days, \$1,677

Ms S. McCarthy (Team Leader): Singapore, conference, 2 days, \$1,707

Mr M. Sobek (Educational Designer): Canada, conference, 8 days, \$6,106

#### Element IT Services

Ms C. Osborne (S. Computing Support Officer): USA, conference, 10 days, \$4,489

Mr F. Rivas (S. Computing Support Officer): USA, conference, 21 days, \$4,239

#### Enterprise Information Systems

Mr N. Andrews (Technical Officer): USA, conference, 10 days, \$5,062

# Overseas Travel

Mr B. Jenkins (Lotus Notes Architect): USA, official business, 8 days, \$3,195

Mr A. Neaton (S. Architect): USA, conference, 6 days, \$3,043

Mr R. Oliphant (Team Leader): USA, conference, 10 days, \$4,479

Mr C. Walker (Mgr.): USA, conference, 26 days, \$7,313

## Flexible Learning and Access Services

Dr M. Crock (Dir.): USA, official business, 34 days, \$12,441

## Information and Communication Technology Services

Mr B. Callow (Dep. Dir.): USA, official business, 6 days, \$4,290; USA, conference, 6 days, \$5,784; USA, conference, 9 days, \$4,778; USA, official business, 6 days, \$5,689

Mr G. Dengate (Dir.): USA, conference, 19 days, \$9,515

## Learning Environment Services

Mr M. Maynard (Team Leader): USA, conference, 11 days, \$6,186

## Learning and Teaching Systems

Mr J. Roberts (S. Analyst Programmer): Singapore, conference, 2 days, \$1,441

## Research Computing Services

Mr M. Wolski (A/Dir.): England, conference, 24 days, \$4,389

## **Pro Vice Chancellor (International)**

Mr C. Madden (Pro Vice Chancellor): France, official business, 24 days, \$28,413; India, official business, 8 days, \$7,788; India, official business, 6 days, \$13,486; Singapore, official business, 6 days, \$6,267; United Arab Emirates, official business, 11 days, \$11,757; USA, official business, 17 days, \$27,464

## Griffith International

Ms C. Baker (Regional Mgr.): England, official business, 58 days, \$2,785; Sweden, official business, 18 days, \$2,185

Ms S. Geraghty (Regional Mgr.): USA, conference, 26 days, \$4,123; Brazil, official business, 66 days, \$18,980; Indonesia, official business, 13 days,

\$2,967; Indonesia, official business, 9 days, \$5,538; Thailand, official business, 25 days, \$2,757; Thailand, official business, 6 days, \$1,150; Thailand, official business, 9 days, \$9,105; USA, official business, 18 days, \$20,297

Ms R. Goto (Admissions Officer): Japan, official business, 12 days, \$4,482

Ms M. Hassard (Mgr.): Canada, official business, 12 days, \$5,408

Mr M. Holder (Mgr.): Papua New Guinea, official business, 6 days, \$2,689

Ms M. Issar (Co-ordinator): India, official business, 108 days, \$1,000

Ms J. Lambert (Admissions Officer): China, official business, 21 days, \$6,248; Hong Kong, official business, 9 days, \$3,877; Thailand, official business, 25 days, \$709

Ms J. Lambert (Study Abroad Advisor): Germany, official business, 34 days, \$4,391

Mrs R. Law (Exchange Co-ordinator): USA, conference, 7 days, \$3,855

Ms B. Long (Admissions Co-ordinator): United Arab Emirates, official business, 13 days, \$5,498

Ms I. Loon (Dep. Dir.): Brazil, official business, 50 days, \$15,565; Canada, official business, 14 days, \$25,140; Canada, official business, 10 days, \$12,754; Korea, official business, 5 days, \$7,520; Singapore, official business, 3 days, \$7,926

Ms J. Lucas (Consultant): Czechoslovakia, official business, 31 days, \$1,292

Ms L. Mack (International Student Advisor): Singapore, official business, 11 days, \$3,947

Mr R. Mankad (Regional Mgr. – based in Dubai): Australia, official business, 9 days, \$5,561; Australia, official business, 13 days, \$8,775; India, official business, 7 days, \$8,028; India, official business, 9 days, \$20,495; India, official business, 25 days, \$13,537; India, official business, 4 days, \$13,101; India, official business, 9 days, \$12,583; India, official business, 3 days, \$1,664; India, official business, 25 days, \$19,533; Jordan, official business, 2 days, \$3,258; Oman, official business, 3

days, \$2,644; Oman, official business, 3 days, \$2,912; Pakistan, official business, 9 days, \$4,076; Saudi Arabia, official business, 10 days, \$5,081; United Arab Emirates, official business, 36 days, \$11,890; United Arab Emirates, official business, 25 days, \$34,921; USA, official business, 11 days, \$2,217

Ms Y. Miyazawa (Admissions Officer): Denmark, official business, 64 days, \$9,305

Dr C. Monk (Student Contact Officer): Kiribati, official business, 5 days, \$701

Ms S. Pinalli (Co-ordinator): Singapore, official business, 11 days, \$1,850; Malaysia, official business, 8 days, \$4,352; Singapore, official business, 8 days, \$4,335; Singapore, official business, 17 days, \$4,850; Singapore, official business, 6 days, \$1,383; Singapore, official business, 5 days, \$1,358; Singapore, official business, 14 days, \$3,671; Singapore, official business, 7 days, \$1,592

Ms H. Piper (Mgr.): USA, official business, 17 days, \$6,050

Dr J. Relich (Regional Mgr.): Canada, official business, 15 days, \$3,797; Canada, official business, 21 days, \$5,360; Canada, official business, 19 days, \$3,105

Mr P. Rudling (Regional Mgr.): Switzerland, official business, 25 days, \$10,197; USA, official business, 54 days, \$11,695; South Africa, Marketing, 21 days, \$10,767

Ms E. Shield (Client Service Officer): USA, official business, 4 days, \$1,842

Mr T. Toh (Regional Mgr.): China, official business, 25 days, \$22,430; China, official business, 10 days, \$5,381; China, official business, 18 days, \$6,260; China, official business, 11 days, \$9,200; China, official business, 16 days, \$12,990; Hong Kong, official business, 10 days, \$8,630; Taiwan, marketing, 27 days, \$23,576

Ms M. Walker (Mgr.): Vietnam, official business, 21 days, \$3,390; Vietnam, official business, 17 days, \$6,029; Vietnam, official business, 60 days, \$7,717; Vietnam, official business, 32 days, \$12,570

# Overseas Travel

Mr G. Xhiha (Admissions Officer): Indonesia, official business, 9 days, \$1,483; Taiwan, official business, 11 days, \$4,632

## Griffith English Language Institute

Mr P. Carter (Mgr.): Canada, official business, 14 days, \$6,678; Japan, official business, 11 days, \$2,515; Japan, official business, 15 days, \$5,345

Ms M. Casey (Dir.): Brazil, official business, 17 days, \$27,351; China, official business, 6 days, \$4,980; China, official business, 7 days, \$8,998; Qatar, official business, 10 days, \$7,933; United Arab Emirates, official business, 7 days, \$7,961; United Arab Emirates, official business, 15 days, \$26,427

Mrs J. Collyer (Admissions Mgr.): Thailand, conference, 6 days, \$3,153

Ms C. Fowler-Paul (Co-ordinator): Qatar, official business, 13 days, \$3,663

Mr R. Frewin (Language Instructor): Qatar, official business, 44 days, \$3,498

Mr S. Harris (Senior Project Officer): Taiwan, official business, 6 days, \$8,229

Ms R. Keogh (Language Instructor): England, conference, 13 days, \$2,709

Ms A. McGrath (Dep. Dir.): Germany, official business, 28 days, \$14,723

Mr L. Norris (Language Instructor): China, official business, 7 days, \$3,400; China, official business, 127 days, \$1,771

Ms C. Purdie (Language Instructor): China, official business, 105 days, \$5,106

Mr K. Scott (S. Project Officer): Qatar, official business, 29 days, \$10,111; Qatar, official business, 16 days, \$12,255; Qatar, official business, 29 days, \$7,163; United Arab Emirates, official business, 33 days, \$11,740

Ms M. Williamson (Operations Mgr.): Taiwan, official business, 7 days, \$3,854

## International business Development Unit

Ms A. Hammond (Dep. Dir.): India, official business, 8 days, \$19,050; India, official business, 8 days, \$13,234; India, official business, 10 days, \$3,783; India, official business, 22 days, \$9,983; Saudi Arabia,

official business, 15 days, \$22,086; United Arab Emirates, official business, 27 days, \$16,500; United Arab Emirates, official business, 17 days, \$16,212; Vietnam, official business, 9 days, \$4,277; Vietnam, official business, 12 days, \$13,408

Ms J. Tiley (Project Officer): Norway, official business, 33 days, \$3,078

## Pro Vice Chancellor (Administration)

Mr C. McAndrew (Pro Vice Chancellor): India, official business, 8 days, \$7,537

## Academic Administration

Dr R. Armour (Academic Registrar): China, official business, 5 days, \$1,255

Mrs B. Biviano (S. Mgr.): New Zealand, conference, 12 days, \$1,331

Sr P. Blundell (Chaplain): Netherlands, conference, 20 days, \$2,000

Ms C. Carlsh (Examinations Officer): New Zealand, conference, 3 days, \$949

Ms M. Hughes (Medical Selections Officer): Norfolk Island, official business, 16 days, \$500

Ms M. Marcinkewycz (Examinations Process Officer): New Zealand, conference, 4 days, \$937

Ms C. McGrath (Dir.): New Zealand, conference, 3 days, \$985

Ms A. Mooney (Head, Counselling Service): New Zealand, conference, 4 days, \$1,554

Ms L. O'Brien (Graduations Mgr.): Canada, official business, 14 days, \$940

Ms M. Paez-Kirkland (Graduations Mgr.): Canada, official business, 9 days, \$23,118

Ms C. Power (Graduations Officer): Canada, official business, 6 days, \$3,273

Ms S. Upson (S. Graduations Officer): Canada, official business, 9 days, \$3,007

## Development and Alumni

Ms A. Gribbin (Dir.): England, conference, 11 days, \$5,392; USA, official business, 12 days, \$19,611

## External Relations

Mr M. Boath (Events Mgr.): Canada, official business, 6 days, \$3,788

## Facilities Management

Mr G. Bartholomew (S. Project Mgr.): New Zealand, conference, 1 day, \$407

Mr N. Cragolini (Mgr.): New Zealand, conference, 7 days, \$812

Mr L. Perrin (Dep. Dir.): New Zealand, conference, 13 days, \$1,478

Mr S. Ragusa (Dir.): New Zealand, conference, 6 days, \$588

Mr B. Smith (Mgr.): New Zealand, conference, 6 days, \$1,496

Mr G. Smith (Dep. Dir.): New Zealand, conference, 6 days, \$2,156

## Finance and business Services

Mr R. Srinivasan (Dir.): India, official business, 7 days, \$7,956

Mr H. Ward (A/Dir.): England, official business, 17 days, \$8,687

## Human Resource Management

Mr J. Swinton (A/Dir.): England, conference, 3 days, \$1,400

## Internal Audit

Ms C. Blunt (Mgr.): New Zealand, conference, 4 days, \$1,355

## Technical Services

Mr R. Diocares (Technical Officer): USA, official business, 21 days, \$14,225

# Appendix 1 Research indicators and targets

## 1.1 Research outputs

**Target:** To increase quality research outputs by full-time equivalent (FTE) staff by 10% per annum.

**Definition:** Research outputs per staff FTE is calculated as 'publication points' divided by staff FTE in each year. Publication points are reported in the annual Australian Government Higher Education Research Data Collection (HERDC). Staff FTE is taken from the annual Higher Education Staff Data Collection and includes only full-time or fractional full-time academic staff with a 'research only' or 'teaching and research' function.

**Indicators:**

	2002	2003	2004 <sup>†</sup>	2005	2006	2007*
Actual publication points	857	1026	1167	1269	1218	
Actual FTE staff	903	929	997	1050	1082	
Actual publication points/FTE	0.95	1.10	1.17	1.21	1.13	
Actual % increase		16.4%	6.0%	3.3%	-6.9%	

<sup>†</sup> Base year for target projection

\* Data not available until later in 2008

## 1.2 International linkages

**Target:** To increase international linkages by 10% per annum.

**Definition:** The assessment of achievement in international linkages will be based on the following measures:

1. Invitations to give keynote addresses at international conferences
2. International research visitors
3. Funding from overseas funding agencies
4. International research collaborations with duration at least one year, but without direct funding to Griffith
5. Editorial board memberships of international journals.

**Indicators:**

	2002	2003	2004 <sup>†</sup>	2005	2006	2007*
Actual international funding (\$000)	\$1343	\$1323	\$972	\$1810	\$1474	
Actual % increase		-1.5%	-26.6%	86.2%	-18.5%	

<sup>†</sup> Base year for target projection

\* Data not available until later in 2008

**Comment:** The international linkages research performance KPI is still being developed and mechanisms are being built for its data collection. At present, the interim proxy measure for this indicator is external research funding from international funding bodies. The indicator is 25.4% (\$296 000) above target in 2006 but fell 18.5% from the 2005 figure which was 69% above the target for the year.

## 1.3 External collaborations

**Target:** To increase external collaborations by 10% per annum.

**Definition:** The assessment of achievement in external collaborations will be based on the following measures:

1. Collaborative projects with other institutions and/or industry that bring external funds to Griffith
2. All external research collaborations with duration at least one year, but without direct funding into Griffith.

**Indicators:**

	2002	2003	2004 <sup>†</sup>	2005	2006	2007*
Actual external funding (\$M)	\$13.41	\$14.25	\$13.39	\$14.73	\$15.25	
Actual % increase		6.3%	-6.0%	10.0%	3.5%	

<sup>†</sup> Base year for target projection

\* Data not available until later in 2008

**Comment:** The external collaborations research performance KPI is still being developed and mechanisms are being built for its data collection. At present, the interim proxy measure for this indicator is external research funding from national and international funding bodies. The indicator increased by 3.5% into 2006 but fell short of the University target for the year by 5.9% (\$960 000).

# Appendix 1 Research indicators and targets

## 1.4 Research income

**Target:** To increase external research income per FTE staff by 25% per annum.

**Definition:** This indicator is calculated as research income divided by staff FTE in each year. Research income is reported in the annual Australian Government Higher Education Research Data Collection (HERDC). Staff FTE is taken from the annual Higher Education Staff Data Collection and includes only full-time or fractional full-time academic staff with a 'research only' or 'teaching and research' function.

**Indicators:**

	2002	2003	2004 <sup>†</sup>	2005	2006	2007*
Actual income \$M	\$27.9	\$30.9	\$31.3	\$33.0	\$36.0	\$42.5
Actual FTE staff	903	929	997	1050	1082	1081
Actual income \$000/FTE	\$30.9	\$33.3	\$31.4	\$31.4	\$33.3	\$39.3
Actual % increase		7.8%	-5.7%	0.0%	6.0%	18.1%

<sup>†</sup> Base year for target projection

\* Data not available until later in 2008

## 1.5 Research higher degree (RHD) completions

**Target:** To increase RHD completions by 5% per annum.

**Definition:** RHD completions are taken from the annual Higher Education Student Data Collection.

**Indicators:**

Year of completion	2002	2003	2004 <sup>†</sup>	2005	2006	2007
Actual RHD completions	138	167	168	171	163	174
Actual % increase		21.0%	0.6%	1.8%	-4.7%	6.7%

<sup>†</sup> Base year for target projection

**Comment:** 174 students completed Research Higher Degrees in 2007. There has been a shift in completions from shorter research masters degrees to PhD completions.

## 1.6 Income from commercialisation of intellectual property (IP)

**Target:** To increase income from commercialisation of IP by 15% per annum.

**Definition:** This indicator is defined as the projected income from research contracts and consultancies written in a given year.

**Indicators:**

	2002	2003 <sup>†</sup>	2004	2005	2006	2007
Actual income \$M	\$2.56	\$3.05	\$11.87	\$4.42	\$5.56	\$5.26
Actual % increase		20%	289%	-63%	26%	-5.4%

<sup>†</sup> Base year for target projection

**Comments:** 2004 income is unusually high as a result of income relating to one particular project, making it impractical to use that year as the base year for the performance indicator targets. The targets have therefore been reset using 2003 as the base year. Commercialisation income for 2007 was \$5.26 million, compared to a target of \$5.33 million representing the compound 15% per annum increase from the 2003 base.

# Appendix 2 Learning indicators and targets

## 2.1 Comprehensive

**Target:** To be a university of 42 000 enrolled students (just over 30 000 equivalent full-time students) by 2010.

Sub-targets:

- Domestic fee-paying postgraduates – 10% of total load
- International students – 25% of total load
- Domestic fee-paying undergraduates – 1% of total load.

**Definition:** Student Enrolments and Student Load (Effective Full-time Student Load—EFTSL) as provided to the Commonwealth Government in the biannual submissions of data for the Higher Education Student Data Collection, are used as the reference measure for this indicator.

**Indicators:**

		2004	2005	2006	2007*
Effective full-time student load	Government supported	16 190	16 812	17 427	18 099
	Domestic RHD	747	765	777	780
	Fee-paying overseas (FPOS)	5247	6008	6157	6467
	Fee-paying postgraduate (FPPG)	1109	1156	1122	1139
	Fee-paying undergraduate (FPUG)	71	74	133	141
	Other (Non-award, etc.)	390	175	135	67
Total actual EFTSL		23 754	24 991	25 749	26 693
Sub-targets	FPOS as % of Total	22.1%	24%	23.9%	24.2%
	FPPG as % of Total	4.7%	4.6%	4.4%	4.3%
	FPUG as % of Total	0.3%	0.3%	0.5%	0.5%

\*Preliminary actual figures for 2007

## 2.2 Excellent: Retention

**Target:** Retention rate for each program to be at the national average by field of education for that program by 2007, and in the top 30% by 2010.

**Definition:** The retention rate is the proportion of all non-international non-graduating bachelors pass degree students enrolled at a census date in semester one of a year (the base year) who are also enrolled in any program at a census date in semester one of the next year. Only Griffith programs with an enrolment of at least 20 students in the base year are included in the calculation. The retention rate for each program is compared with the national average retention rate for the broad field of education (FOE) of the program. The number and per cent of programs for which the retention rate is at or above the national average for the FOE is reported. The Griffith rates are similarly compared with the lowest rate for the top 30% of the institutions' rates.

**Indicators:**

University target areas	2002–2003	2003–2004	2004–2005	2005–2006	2006–2007
Griffith retention rate	76.5%	76.9%	77.7%	78.0%	78.4%
% of programs above national average	46.3%	45.4%	58.5%	51.3%	44.9%
% of programs in top 30%	35.3%	31.9%	38.8%	40.0%	34.2%

**Comment:** The raw retention rate for Griffith bachelors degree students has risen every year since 2002–2003 and the fall in performance indicator figures in the last two years is due to national rates increasing faster than the Griffith rates in the broad fields of health, management and commerce, and society and culture.

# Appendix 2 Learning indicators and targets

## 2.3 Successful: Graduate success

**Target:** To be in the top 30% nationally by 2010 for each program by field of education (FOE) for the proportion of graduates who are in full-time work or have proceeded to further study.

**Definition:** Graduate success (GS) is defined as the proportion of non-international bachelors pass degree respondents to the annual Graduate Destination Survey (GDS) in full-time study or available for full-time work (A) (that is excluding graduates who were not available for full-time work) who reported in the GDS that they were in full-time study or full-time work (S) (that is  $GS = S/A$ ). The Griffith University data set is limited only to programs with at least ten respondents to the GDS in the year of analysis.

The graduate success rate for each program is compared with the lowest rate for the top 30% nationally of institutions' graduate success rates for the broad FOE of the program. The number and per cent of Griffith programs for which the graduate success rate is at or above the cut-off rate for the top 30% of institutions for the FOE, is reported.

**Indicators:**

	2003	2004	2005	2006	2007
Average Griffith employment/study rate	0.79	0.82	0.81	0.81	0.85
Griffith undergraduate programs in top 30% nationally	19	21	28	30	93
% of programs in top 30% nationally	22.9%	28%	30.1%	31.6%	36.6%

## 2.4 Distinctive: Research-based learning

**Target:** 70% of programs to have identifiable research-based learning component by 2010.

**Definition:** For the set of bachelors pass degrees, the proportion of those programs which in a period have at least 20% of student course enrolments in courses with a recognised research-based learning component.

**Indicators:**

	2006*	2007
Bachelors degree programs	213	228
Programs with research-based learning	119	131
% of programs with research-based learning	55.9%	57.5%

\* 2006 Data is only available for the second half of the year.

## 2.5 Distinctive: Work-integrated learning

**Target:** 70% of programs to have identifiable work-integrated learning component by 2010.

**Definition:** For the set of bachelors pass degrees, the proportion of those programs which satisfy the work-integrated learning criteria issued by the Learning and Teaching Committee, as reported by the academic groups.

**Indicators:**

	2006*	2007
Programs for which data is available	128	145
Programs with work-integrated learning	57	78
% of programs with work-integrated learning	44.5%	53.8%

\* 2006 Data is only available for the second half of the year.

# Appendix 3 Staff indicators

## 3.1 Agreed workforce plans

**Definition:** The number of groups with a workforce plan agreed with the Vice Chancellor, designed to strengthen strategic capabilities of the group, covering recruitment, retention and mentoring.

**Indicators:** Each Group PVC agreed a strategic workforce plan with the Vice Chancellor. Staffing plans are updated in group operational plans.

## 3.2 Excellence embedded in staffing policies

**Definition:** The extent to which reward and recognition of excellence is embedded in staffing policies and processes, such as promotion, annual performance reviews, and access to research funds and study leave.

**Indicators:** Progress on achievements against this indicator will be reported to Council on a regular basis as information becomes available.

## 3.3 Research-active staff

**Target:** A minimum of 70% of all full-time/fractional-full-time research only and teaching & research academic staff to be research-active.

**Definition:** Academic staff members with at least three outputs from the following categories over three consecutive years, with at least one output from the first category:

1. Named in a DEST category publication
2. Named on a project that received external research income (as included in the HERDC income return)
3. Principal supervisor of an RHD student.

**Note.** Creative and performing arts publication data has not been included.

**Indicators:**

	2004	2005	2006	2007*
% of Research Active Staff - Active	57.0%	61.8%	65.0%	

\* Data not available until later in 2008

## 3.4 Proportion of women and staff from culturally and linguistically diverse backgrounds in senior management positions

**Target:** Continuous improvement in the proportion of women and the proportion of staff from culturally and linguistically diverse backgrounds in senior management positions.

**Definition:** This data is taken from the annual return of statistical staff data to the Commonwealth Government. Senior management includes the senior executive of the University together with deans, heads of schools and departments, and directors of major administrative elements and research centres. The University is currently implementing a system to capture data on staff from culturally and linguistically diverse backgrounds, and the first data for this indicator will not be available until 2008.

**Indicators:**

	2002	2003	2004	2005	2006	2007
Women in senior management	17	21	24	28	31	29
Persons in senior management	77	76	77	94	91	88
% of senior management who are women	22.1%	27.6%	31.2%	29.8%	34.1%	33.0%

# Appendix 4 Student indicators

## 4.1 Quality: Median OPs by program

**Target:** A provisional target of a median OP score of 7 by 2010 has been set for the whole University.

**Definition:** The median OP score is calculated for all bachelors degree students admitted through QTAC, using the students' natural OP or the OP equivalent of their initial QTAC Base Rank. The calculation is not based on the students' potentially adjusted 'offer' OP score.

**Indicators:**

	2001	2002	2003	2004	2005	2006	2007
Number of QTAC admissions	5295	4586	4322	4583	5678	5406	5550
Median OP score	10	10	9	8	10	9	10

## 4.2 Quality: Student success in external scholarships or awards

**Target:** For Griffith students to be awarded 38 prestigious external awards or scholarships over the ten-year period to 2010.

**Definition:** Prestigious external awards or scholarships are those which generally have the following characteristics: open to all Australian universities; provide for attendance at a high ranking overseas university, in particular in the UK or the USA; and focus on excellence in learning and leadership.

**Indicators:**

	2001	2002	2003	2004	2005	2006	2007*
Actual awards (cumulative 2001–2010)	5	8	12	12	14	18	

\* Data not available until later in 2008

## 4.3 Quality: Quality of RHD applicants

**Target:** Consultations are under way to establish targets for this.

**Definition:** The percentage of commencing PhD students admitted based on a first class honours degree or equivalent.

**Indicators:**

	2004	2005	2006*	2007
PhD commencements	193	234		203
PhD admissions based on first class honours	102	113		102
% of PhD admissions based on first class honours	53%	48%		50%

\* For technical reasons no data is currently available for 2006.

**Comment:** 50.2% per cent of RHD students were admitted with Honours 1 classification or equivalent in 2007, up from 48.2% in 2005. It has been noted that there is an increasing trend for students to enrol in RHD programs following completion of a coursework masters degree. Work is still going on the appropriateness of the current indicator for RHD quality. However, the percentage of students with an Honours 1 equivalent background has been steady since the introduction of the indicator.

## 4.4 Diversity: Access and participation rates of students of low socio-economic status

**Target:** Access and participation rate of 15% for low socio-economic status (SES) students.

**Definition:** SES is defined by the postcode of a student's domicile. The access rate for low SES students is the ratio between the number of commencing low SES students and all commencing students. The participation rate is the ratio between the total number of low SES students and all students.

	2002	2003	2004	2005	2006	2007
Access rate	13.5%	13.2%	13.0%	13.1%	14.1%	13.7%
Participation rate	13.6%	13.4%	13.3%	13.4%	13.7%	13.8%

# Appendix 4 Student indicators

## 4.5 Diversity: Retention and success rates of Indigenous students

**Target:** Retention ratio of 0.95 for Indigenous students.

**Definition:** The ratio respectively of the retention rate and success rate of Indigenous students to the retention rate and success rate for other students.

The retention rate is the proportion of all non-international non-graduating students enrolled at a census date in semester one of a year (the base year) who are also enrolled in any program at a census date in semester one of the next year. The retention rate is reported in terms of the base year.

The success rate is the ratio between the student load for all courses for which students obtained a pass grade and the total student load for all courses for which students were assessed.

**Indicators:**

	2002	2003	2004	2005	2006	2007*
Retention ratios	0.87	0.86	0.81	0.86	0.89	
Success ratios	0.83	0.81	0.86	0.87	0.88	0.84

\* Data not available until later in 2008

## 4.6 Diversity: Graduate outcomes of students from non-English speaking backgrounds

**Target:** Continuous improvement in graduate success for students from non-English speaking backgrounds (NESB).

**Definition:** Graduate success (GS) is defined as the proportion of non-international bachelors pass degree respondents to the annual Graduate Destination Survey (GDS) in full-time study or available for full-time work (A) (that is excluding graduates who were not available for full-time work) who reported in the GDS that they were in full-time study or full-time work (S) (i.e.  $GS = S/A$ ). Only students from non-English speaking backgrounds are included in the calculation for this indicator.

**Indicators:**

	2003	2004	2005	2006	2007
NESB respondents seeking full-time work/study	265	259	334	341	310
Successful NESB respondents	203	198	245	244	241
% Successful	76.6%	76.4%	73.4%	71.6%	77.7%

\* Data not available until later in 2008



# Notes



## Campus locations

### Gold Coast

Parklands Drive  
Southport  
Qld 4215  
Telephone: (07) 5552 8800  
+61 7 5552 8800

### Centre for Medicine and Oral Health

16 High Street  
Southport Qld 4215  
Telephone: (07) 5678 0739  
+61 7 5678 0739

### Logan

University Drive  
Meadowbrook  
Qld 4131  
Telephone: (07) 3735 7111  
+61 7 3735 7111

### Mt Gravatt

Messines Ridge Road  
Mt Gravatt  
Qld 4122  
Telephone: (07) 3735 7111  
+61 7 3735 7111

### Nathan (Administrative Centre)

170 Kessels Road  
Nathan  
Qld 4111  
Telephone: (07) 3735 7111  
+61 7 3735 7111

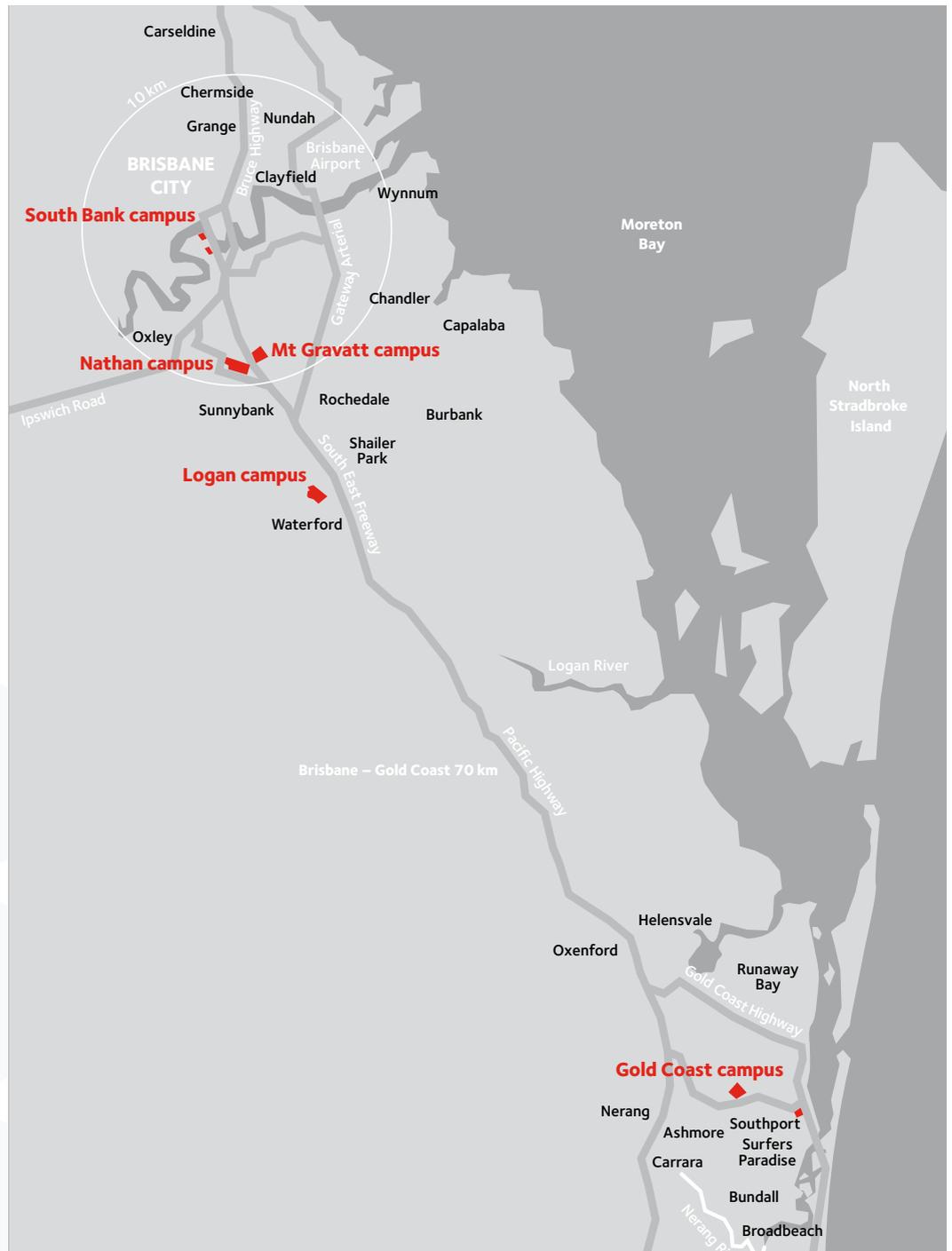
### South Bank

#### Queensland College of Art and Griffith Graduate Centre (The Ship Inn)

226 Grey Street  
South Brisbane  
Qld 4101  
Telephone: (07) 3735 3112  
+61 7 3735 3112

#### Queensland Conservatorium

16 Russell Street  
South Brisbane  
Qld 4101  
Telephone: (07) 3735 6111  
+61 7 3735 6111



**Annual Report 2007 produced by:**

Office of External Relations  
Nathan campus, Griffith University  
170 Kessels Road  
Nathan Qld 4111 Australia  
Telephone: (07) 3735 1002, +61 7 3735 1002  
Facsimile: (07) 3735 1010, +61 7 3735 1010  
Email: p.hanson@griffith.edu.au

**Availability of Report**

The Annual Report 2007 is available from  
Griffith University's Office of External Relations.  
Telephone (07) 3735 1007, +61 7 3735 1007  
or log on to [www.griffith.edu.au/publication/annual/](http://www.griffith.edu.au/publication/annual/)