

# Annual Report

---

**2010**

## 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 19).



## Chancellor's report



Ms Leneen Forde, AC  
Chancellor

It is most gratifying to reflect upon a year filled with rewards and recognition of the University's achievements and success in research, and learning and teaching.

The University continues to reap the rewards of its focus on research excellence. With a ranking of 323 in the QS World University Rankings, the University is now firmly placed in the top 5% of universities in the world. In the area of Social Science and Humanities, the University was ranked 194th on the SCImago world rankings, placing the University as one of Australia's leading social science universities. This year, the University has attracted nine new grants from

the National Health and Medical Research Council, totalling nearly \$5.2 million. This substantial increase is clear evidence that the University's health and medical research portfolio is rapidly strengthening.

There is also much to be celebrated in the area of learning and teaching. Some of this year's highlights include the award of one of only three Australian Learning and Teaching Council (ALTC) 2010 National Teaching Fellowships to one of the University's academic staff, the award of eight ALTC citations for Outstanding Contributions to Student Learning to Griffith nominees, and the award of the prestigious Award for Teaching Excellence in the Australian Awards for University Teaching scheme to two of our academic staff.

To support the University's teaching and research mission, the largest ever capital program commenced in 2010 with major projects scheduled for the Gold Coast and Nathan campuses, and other smaller projects on the South Bank, Mt Gravatt and Logan campuses.

The University is committed to an equitable organisational culture and for ten consecutive years has been awarded an Employer of Choice for Women citation, making Griffith one of only 11 organisations in Australia to hold the honour continuously since the inception of the award. This year the University was recognised in the Equal Opportunity for Women in the Workplace Agency's Business Achievement Awards, taking out the award for Australia's leading organisation with over 800 employees for the advancement of women at a national awards ceremony.

As Chancellor of this dynamic University, I am proud of the University's staff and their achievements. With each passing year, the University goes from strength to strength as it advances its strategic agenda. Staff are to be congratulated for their ongoing commitment and contributions which are the key to the University's progress. I look forward to another successful year.

Ms Leneen Forde, AC  
Chancellor

## Report to the Minister for Education and Industrial Relations

Presented to Parliament by Command

4 March 2011

The Honourable Cameron Dick, MP

Minister for Education and Industrial Relations

Level 22, 30 Mary Street

Brisbane Qld 4000

Dear Minister

I am pleased to present, on behalf of the Council of Griffith University, this Annual Report 2010.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements can be accessed at the Griffith website.

Yours sincerely

Ms Leneen Forde, AC  
Chancellor  
Griffith University

## Contents

Chancellor's report.....	1
Vice Chancellor's review .....	2
Organisational structure .....	5
Governance .....	6
Performance.....	8
Research.....	8
Learning and Teaching.....	13
Supporting Strategies: People—Staff.....	17
Supporting Strategies: People—Students.....	18
Supporting Strategies: Physical facilities and information resources .....	19
Other governance reports.....	20
Financial summary.....	24
Financial statements .....	26
Overseas travel.....	80
Appendix—Indicators and targets .....	96
Campus locations .....	inside back cover

# Vice Chancellor's review



Professor Ian O'Connor  
Vice Chancellor and President

## Strategic developments

Griffith aspires to be recognised as one of the leading universities of Australia and the Asia-Pacific region: innovative and engaged, simultaneously local and international in orientation; a major contributor to our local, national and international communities; and a model of the modern, public university—socially responsible and transformative.

The University's current *Strategic Plan 2009–2013* articulates a strong culture of excellence and quality in research and in learning and teaching.

Over the duration of the plan, Griffith has two key strategic foci: to develop and project the distinctive character and range of teaching and research specialisations of each of our five campuses; and to focus research to achieve distinct areas of international excellence.

The strategic plan sets out a clear strategy for the University achieving its goals in learning, teaching and student success.

This is based on a student lifecycle model reflecting the stages of student interaction with their university—from initial contacts, through to orientation, first year, ongoing study, the final year experience, graduation and status as an alumnus.

Specific strategies were implemented during 2010 to enhance learning, teaching and student success including the introduction of exemplary first year experience initiatives (which have been recognised through a national Australian Learning and Teaching Council award); the development of a rigorous quality enhancement system for review and improvement at school, program and course levels; development of an online system for student evaluations of courses and teaching; significant progress in embedding work-integrated learning within our academic programs; and the development of systematic strategies to encourage and support talented students from equity backgrounds to achieve entry to university and to study effectively after admission.

Griffith's new *Academic Plan 2011–2013*, adopted by the December 2010 Council meeting, recognised that the above strategies have been successful in improving performance. While enhancing some aspects of these strategies, the new plan puts a focus on high-quality implementation, rather than a change of direction.

One of the University's key goals in research is to attain world-class standing and a distinctive international profile in each of eight Areas of Strategic Investment (ASI). Support for the ASI program continued in 2010 with ASI investment yielding impressive outcomes. Significant returns on financial investment are already occurring in areas such as Water Science and Drug Discovery while publications performance has been boosted considerably in the areas of Asian Politics, Criminology, Water Science and Drug Discovery.

Amplification of the original investment has been substantial in a number of cases, most notably Drug Discovery—the British Columbia Drug Discovery Alliance, attraction of an National Health and Medical Research Council (NHMRC) Australia Fellow, and the location of the CRC Cancer Therapeutics medicinal chemistry facility at Griffith. Other returns include the appointment of one of the world's leading young criminologists as an adjunct professor and the award of two Australian Research Council (ARC) Future Fellowships to ASI staff members.

The University has conducted an evaluation of the overall effectiveness of the ASI program to determine both qualitative and quantitative returns on investment. A full report will be provided to the University Council in early 2011.

The Excellence in Research for Australia (ERA) initiative represents a major shift in the way universities in Australia will measure and assess research performance. The University responded to this challenge by setting in place a range of initiatives designed to encourage a focus on quality in research across its academic community.

The University's final submission for ERA assessment in 2010 consisted of: 11 226 research outputs (for the 2003–2008 period), including 565 creative works; \$130 213 603 of research income (for the 2006–2008 period); and data relating to 1868 researchers (who were employed on 31 March 2009). Griffith's quantity of total research outputs submitted for ERA 2010 was approximately 3 per cent of the national total.

Griffith's engagement with the ERA exercise has already garnered a number of positive messages. Our research footprint has proven to be broad, with the University having reported research activity in almost all fields of research. This is an important outcome in the positioning of Griffith as a large, comprehensive research university. Publication numbers have also increased over time, not only from effective recruitment but also because the average staff member employed by Griffith is publishing more now than they did in 2003. Outcomes of the ERA assessment process are expected to be announced in early 2011.

Over the past decade, Griffith has grown rapidly, investing significantly in teaching and research facilities across its five campuses. The University has undertaken detailed capital planning for the next stage of its development and this was captured in the new *Capital Management Plan 2010–2012* approved by the March 2010 meeting of Council. The building projects set out in the new plan were assessed as the highest priority projects for meeting the University's strategic objectives in teaching and research in the context of the new external policy environment.

The capital expenditure of \$205 million detailed in the plan represents the largest financial commitment by the University to a single phase of planning.

## 2010 overview

Griffith University has continued to grow and to invest and reinvest in its physical and intellectual capital. Over the past five years, we have experienced one of the fastest rates of growth in enrolments of any Australian university.

During 2010, Griffith commenced a major reinvigoration of its Nathan campus to give effect to a new master plan prepared by Michael Rayner of Cox Rayner. This \$10.8 million redevelopment will create a natural heart at the centre of the campus featuring a central courtyard with canopy, new student centres, and extended library. This includes upgraded teaching spaces and external collaborative learning spaces.

Showcasing the renewal of the Nathan campus will be the \$32 million Sir Samuel Griffith Centre. The University's success in the sustainability round of the Education Investment Fund during the year will lead to construction of the Centre in 2011. This will be Australia's first zero-emission and self-powering teaching and research building driven by solar-powered hydrogen energy, and it will be a pilot for applying this safe, sustainable power in rural and urban settings.

Following a national design competition undertaken during 2010, the University will embark on a \$136 million health redevelopment on its Gold Coast campus. The new Griffith Health Centre is the largest investment made by the University in a single building in its 40 year history. The Griffith Health Centre will be a signature building of the Health and Knowledge Precinct and will be adjacent to the new \$1.3 billion Gold Coast University hospital. The centre will bring together all Griffith Health's Gold Coast programs onto a single campus, consolidating the University's position as a leader in health education in the Gold Coast region.

Also at the Gold Coast campus, the new Science, Environment and Architecture (SEA) building was completed in February this year and officially opened by The Governor General, Her Excellency Ms Quentin Bryce AC in July. The new building is host to a wide cross-section of activities including Griffith's new architecture degree (the Bachelor of Environmental Design) which was offered for the first time in 2010. The design of the SEA building honours the University's commitment to improving the quality of the student experience, with world class architecture studios and superb teaching and research labs.

In the past few years, Griffith teaching staff have achieved outstanding recognition in national awards, citations, fellowships and grant schemes. This tradition continued in 2010. Professor Keithia Wilson was the recipient of an Australian Learning and Teaching Council (ALTC) 2010 National Teaching Fellowship, one of only three awarded this year.

In June, the University was placed equal second nationally with the University of Melbourne, with eight nominees from Griffith staff or teams receiving ALTC Citations for Outstanding Contributions to Student Learning. And in late September, Dr Scott Harrison and Dr Peter Woods were recipients of the 2010 Awards for Teaching Excellence in the Australian Awards for University Teaching scheme. These are the nation's most prestigious awards that acknowledge significant contributions to the quality of students' learning.

In the research domain, the University's research income for 2009 (the latest reportable year) was \$63 million, an increase of 21.9% over the 2008 figure (or a 13.7% increase in research income per staff FTE)—the highest income amount ever returned by the University. In recent years, Griffith has seen a sustained improvement in its research performance. In 2010 this included six ARC Future Fellowships totalling \$4.1 million (ranked 9th nationally); twenty ARC Discovery grants totalling \$5.9 million (ranked 12th); and nine 2011 NHMRC Project grants totalling \$5.2 million (ranked 11th rising from 15th in 2010 and 19th in 2009).

Griffith's concentration on research excellence continues to pay dividends in terms of international recognition. The QS World University Rankings were released on 8 September with Griffith ranked 323rd, meaning that the University has held its position at 325 or better over four consecutive years. A significant improvement in 2010 in the ranking system was the launch of the QS University Classifications, with Griffith being classified as: L (Large), FC (fully comprehensive), and HI (high research activity). This classification places Griffith in excellent company alongside renowned international universities such as Warwick, Umea, Cape Town, and South Carolina.

In the 2010 *Nature* Asia-Pacific publishing rankings, Griffith was 7th amongst Australian universities and 27th amongst institutions within the Asia-Pacific region (*Nature* rankings are for papers published in *Nature* and *Nature* monthly research journals).

In the equity area, Griffith received its 10th consecutive Employer of Choice for Women citation and was named as Australia's 'Leading Organisation for the Advancement of Women (Over 800 Employees)'.

Three members of the Griffith community were appointed as Members in the General Division of the Order of Australia (AM) in the 2010 Australia Day Awards: Mr Henry Smerdon AM was recognised for his service to financial management as a contributor to reform in a range of public and private sector organisations, to tertiary education, and to the arts; Professor Ron Quinn AM was recognised for his service to scientific research, in the field of chemistry as a leader in the development of therapeutic compounds from marine organisms and plant materials; and Professor Roger Kitching AM was recognised for his service to conservation science as an academic, researcher and educator, particularly in the field of tropical rainforest ecology and ecosystem management.

In the international domain, the University was recognised as a global leader in education by winning awards at two separate ceremonies, the 2010 Premier of Queensland's Export Awards, and the 2010 Queensland Education and Training International (QETI) Awards for Excellence. Griffith also hosted the fifth annual Asia–Pacific Association for International Education (APAIE) 2010 Conference and Exhibition on the Gold Coast.

The APAIE conference was one of the most significant international education conferences to be scheduled in 2010. More than 850 international educators from over 300 institutions in 50 countries attended the conference, including presidents and vice presidents from many of Asia–Pacific's leading universities. APAIE is an organisation for international educators committed to developing cooperation between universities to promote all aspects of higher education in the Asia–Pacific region.

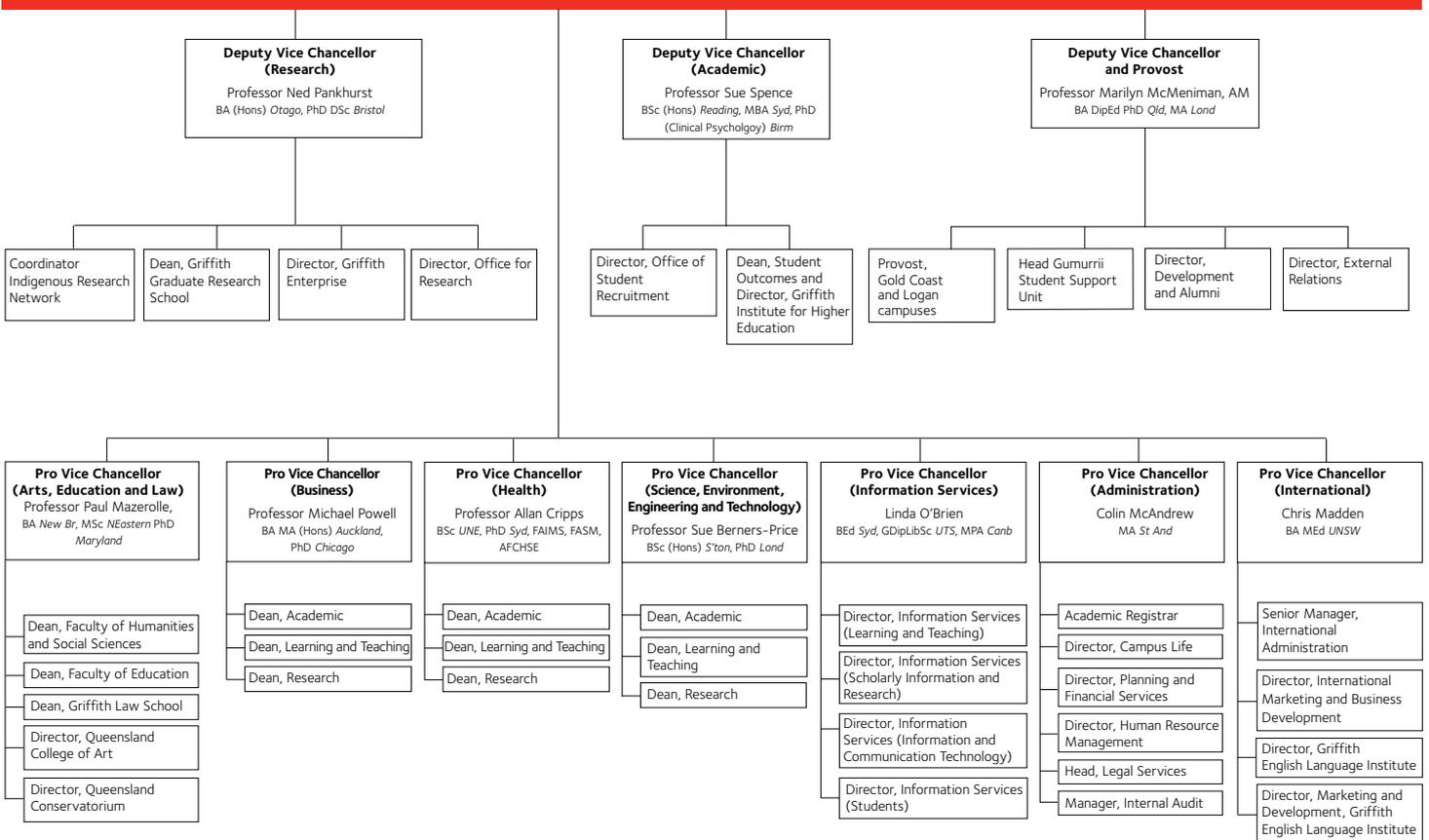
**Professor Ian O'Connor**  
Vice Chancellor and President



# Organisational structure

(as at 31 December 2010)

**Vice Chancellor and President** Professor Ian O'Connor, BSocWk PhD Qld



# Governance

## Establishment

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

## 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 below.

#### Chancellor

Ms Leneen Forde, AC

#### Deputy Chancellor

Mr Henry Smerdon AM

#### Vice Chancellor

Professor Ian O'Connor  
Ex officio

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

Mr Ian Alderdice  
Mr Mark Gray  
Ms Rachel Hunter  
The Honourable Justice Margaret McMurdo, AC  
Mr Garry Redlich  
Ms Ann Robilotta-Glenister  
Mr Henry Smerdon AM

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

Ms Margaret Buckridge  
Term of Office: From 28 October 2009 up to 6 December 2010 (resignation date).

Dr Dwight Zakus  
Term of Office: From 13 December 2010 up to 27 October 2013.

Dr Arthur Poropat

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

Mr Hassan Jabour  
Term of Office: From 28 October 2009 up to 9 December 2010 (resignation date)

Ms Sarah Gardiner  
Term of Office: From 13 December 2010 up to 27 October 2011.

#### One undergraduate student of the University, elected by undergraduate students

Mr William Barker

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

Ms Kaye Dillon

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

Dr Bob Anderson, OAM  
Ms Sandra Anderson  
The Honourable Rob Borbidge, AO

Mr Clinton Dines  
Term of Office: From 1 March 2010 to 31 December 2011

## Meetings

In 2010, the Council of Griffith University held five meetings:

1 March (Gold Coast campus) 14 out of 17 members attended

10 May (Nathan campus) 16 out of 18 members attended

2 August (Nathan campus) 14 out of 18 members attended

4 October (Gold Coast campus) 13 out of 18 members attended

6 December (Nathan campus) 13 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 Sue Spence)
- 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: Mr Henry Smerdon AM)
- the Audit Committee, responsible for assisting the Vice Chancellor and the University Council discharge financial management responsibilities imposed under the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other relevant legislation (chairperson: Mr Ian Rodin).

## Advisory council

In addition to these committees, there is one advisory council; namely, the Gold Coast Advisory Council (chairperson: Mr Terry Robertson).

The advisory council advises the University Council on strategic directions for teaching, research and community service at the Gold Coast campus.

## 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

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.

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

### Council powers

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

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

## 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 and departments 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.

Administrative support services—such as student administration, finance, human resource management, information technology and facilities—are organised as centralised offices which operate across all campuses.

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.

**Note.** Further details of Griffith University governance are outlined on pages 20 to 23.

# Performance: Research

## Research

The *Griffith Research Plan 2009–2013*, officially adopted by the University Council in February 2009, is a fundamental support for the implementation of the Griffith University *Strategic Plan 2009–2013*. It outlines four key research objectives:

- build world class research strength in selected areas of strategic investment
- demonstrate research of international standing and excellence in all our discipline areas
- develop a culture of research quality and performance that is well supported by information infrastructure (physical and electronic), and resources (financial and human)
- maintain our core commitments as a University to innovation, bringing disciplines together, and undertaking socially relevant research which provides demonstrable community benefit.

The *Griffith Research Plan 2009–2013* sets out the framework for a number of research strategies and key actions to progress research objectives and performance indicators. Five research key performance indicators were adopted:

- external research income per full-time employee (FTE)
- research outputs (publication points) per FTE
- higher degree by research (HDR) commencements
- higher degree by research (HDR) completions
- proportion of staff who are research-active.

## Areas of Strategic Investment

### Key research objective

*Build world-class research strength through our selected Areas of Strategic Investment.*

In 2008 the University confirmed its strategic investment direction with a total commitment of \$40 million being allocated to the eight Areas of Strategic Investment (ASIs) over a five year period (2009–2013). In addition, the University has maintained its support for research centres with an annual commitment of \$5.65 million.

The goal of the ASI program is for the University to attain world-class standing and a distinctive international profile in each area:

- Water Science
- Drug Discovery and Infectious Diseases
- Asian Politics, Security and Development
- Climate Change Adaptation
- Criminology and Crime Prevention
- Music, the Arts and the Asia-Pacific
- Sustainable Tourism
- Chronic Disease Prevention.

The first full year of investment occurred in 2010 and substantial returns are beginning to accrue. The ASIs are providing returns to the University in terms of its ability to attract leading researchers onto staff and as visitors. The funds are allowing ASI to become involved in new initiatives and world-class partnerships as well as providing excellent research facilities and equipment. The University is becoming more attractive to Higher Degree by Research (HDR) students and in 2010 Griffith conducted its first mid-year HDR scholarship round which provided a number of research scholarships in the areas of strategic investment. The University will conduct an evaluation of the overall effectiveness of the ASI program to determine both qualitative and quantitative returns on investment.

## Research excellence

### Key research objective

*Demonstrate research of international standing and excellence in all our discipline areas.*

### Excellence in Research for Australia (ERA)

The University invested considerable resources preparing its submission for ERA 2010 for which results are due for release in early 2011. The Griffith ERA 2010 submission demonstrated that the University has achieved both breadth and depth as a rapidly growing, increasingly comprehensive, research intensive University.

The University was assessed in 22 of the 25 broad (two-digit) research disciplines having submitted research data in 154 of the 157 specific (four-digit) fields of research, or 98 per cent of all four-digit fields. Of these, 58 have reached the four-digit assessment threshold and so will receive a rating from the ERA Research Evaluation Committees, in addition to the 22 two-digit fields.

Positive ERA messages for the University are:

- Griffith's research footprint has proven to be broad, the University having reported research activity in almost all fields of research.
- Publication numbers have increased over time, not only from effective recruitment but also because the average staff member employed by Griffith is publishing more now than they did in 2003.
- Expansion in journal articles numbers has not been at the expense of publication quality. Journal articles have increased significantly from 2003 to 2008 but the proportion of outputs in the leading A\* and A journals has remained stable at 40–43 per cent.

An important achievement arising from ERA 2010 at Griffith University has been the improved internal recognition of research outputs in the creative, visual and performing arts. Outputs submitted for assessment in ERA 2010 are now used by the University for defining research-active status. This has led to the recognition of many more academic staff located in academic elements including the Queensland College of Art and the Queensland Conservatorium as having attained research-active status. Griffith sees itself as one of Australia's leading universities in the humanities, arts and social sciences and will use ERA to achieve further recognition nationally and internationally.

The Commonwealth Minister for Innovation, Industry, Science and Research announced that the next iteration of ERA is scheduled for 2012.

#### **Publication of Griffith University research in *Nature* and *Science***

Both the world university rankings and the Excellence in Research for Australia (ERA) initiative have underscored the reputational benefits of having research papers published in high impact journals such as *Nature* and *Science*.

The University's record of publication in *Science* and the *Nature* family of journals, (for example *Nature*, *Nature Medicine* and *Nature Photonics*) has improved significantly during the period 2007–2010. This is indicative of research from Griffith University increasingly being of the high quality required by *Science* and the Nature Publishing Group.

Griffith will continue to pay close attention to Griffith's research performance in prestigious journals such as *Nature* and *Science* and has in place strategies to ensure that the observable upward trend evident since 2007 is maintained and improved upon into the future.

## **Research infrastructure and resources**

### **Key research objective**

*Develop a culture of research quality and performance that is well supported by infrastructure (physical and electronic) and resources (financial and human).*

Griffith University was awarded \$21 million from the Commonwealth's Education Investment Fund (EIF) towards the \$32 million Sir Samuel Griffith Building. This building is the country's first zero-emission and self-powering teaching and research building, driven by solar-powered hydrogen energy. This building is a model for remote communities in Australia and across the world that do not have access to grid power. This was one of only two successful outcomes for Queensland in the 3rd round of the Education Investment Fund.

The Gold Coast Innovation Centre officially opened its new facility on the Gold Coast campus in July 2010 in the new Science, Engineering and Architecture Building. The new facility will allow the Innovation Centre to provide flexible workspace for innovative, scalable, knowledge-based businesses in the Gold Coast region, which contribute to future job creation and economic growth in the region.

Griffith University announced the building of a new Griffith Health Centre in September 2010 bringing all health-related research programs on the Gold Coast onto one campus. The Griffith Health Centre is a key component of the new Gold Coast Health and Knowledge Precinct, with the new Gold Coast University Hospital. The University will be a major contributor to the precinct through its teaching programs and through close collaboration with the University Hospital in research and joint staff appointments.

In November 2010 the federal government announced funding for the Gold Coast and Logan campuses of Griffith University to be connected to the Australian Research Education Network through a new fibre optic service to increase network capacity and speed. The wide area network will allow improved teaching and learning activities, intercampus video links and denser data traffic.

## **Provision of high quality research data**

The need for high quality and up-to-date data to assist senior managers within Griffith University to make well-informed decisions with regard to research is recognised. Research data are required for a wide range of activities including key performance indicators set as a result of a Commonwealth Compact process and by the University Council.

During 2010 the DVC (Research) led the process to select a replacement research system for the current Research Administration Database. Much of 2011 and some of 2012 will be spent implementing the new Research Information System with a full migration expected in 2012. This will enable analysis of data that was previously difficult to capture and extract, allowing the University to develop a more finely tuned research strategy at every level.

## **Research innovation**

### **Key research objective**

*Maintain our core commitment as a university to innovation, bringing disciplines together and undertaking socially relevant research which provides demonstrable community benefit.*

Three Griffith University researchers have received Queensland International Fellowships to strengthen global knowledge alliances. The program enables researchers to undertake collaborative scientific or policy development projects at leading international institutions, government agencies and/or private sector research organisations. The researchers have the opportunity to travel overseas and undertake a high quality, technically feasible and strategically valuable project with a leading international partner. These projects will involve collaborations for aquatic accelerometer, malaria, and bacterial virulence research.

Griffith researchers have been awarded more than \$4.1 million for six Future Fellowships from the Australian Research Council (ARC) Future Fellowships. The aim of the ARC Future Fellowships scheme, now in its second year, is to attract and retain the best and brightest mid-career researchers.

In addition to the fellowship salary for four years, the University will receive up to \$50 000 a year per fellow for associated infrastructure and other costs. Griffith achieved an excellent outcome with the University placed equal 9th nationally for number of awards and 9th outright for total ARC funding amongst the university sector.

The fellowships showcase the diversity, depth and research strengths at Griffith. The projects range from enhancing practice-based learning experiences to designing and controlling superconducting circuits for quantum information processing, and to targeted synthesis of porous materials towards gas sorption and separation. Other projects focus on German-speakers in the Australian Indigenous encounter; stress-sensing and cytoprotection in ageing and disease; and constructing the next crisis in Asia including ideas, economic policy, and the social limits to reform.

Professor David Lambert from the Griffith School of Environment has been awarded a Queensland–Smithsonian Fellowship to enable him to further his DNA studies of Polynesian Feather Cloaks. The Queensland–Smithsonian Fellowship Program gives researchers the opportunity to undertake research at the Smithsonian Institution, the world's largest research and museum complex, based in the United States of America. Professor Lambert will be hosted by the Smithsonian Centre for Conservation and Evolutionary Genetics. In addition Professor Lambert, Australian team leader, has used Australian–Indian Strategic Research Funds to collaborate on climate change driven evolution. In particular the project will seek to identify the molecular changes that have taken place in the genome of Adélie penguins over time as global warming has taken place.

Dr Christine Wells from Griffith's National Centre for Adult Stem Cell Research was awarded Queensland's 2010 Women in Technology (WiT) Biotech Research Award. The annual WiT award highlights the achievement of successful women researchers. Dr Wells' research explored how the information in our DNA was influenced by environmental and lifestyle factors.

Griffith has seen some other notable outcomes in 2010 including the appointment of Professor Clive Palmer to chair the newly established Griffith Health Institute Development Board.

The Institute currently involves 246 active research members as well as 279 higher degree research students.

In addition, Griffith's School of Human Services and Social Work will have a chair funded for 5 years as a result of a partnership with Life Without Barriers. This partnership will build knowledge and evidence about service delivery to vulnerable children and families from the child's perspective.

Griffith University's Eskitis Institute will be partners in the Queensland–British Columbia Drug Discovery Alliance funded through the Queensland Government's Smart Futures Fund. This international project aims to discover and commercialise the next generation of drugs from natural products drawn predominantly from Queensland's tropical regions. Griffith will also be involved in another international initiative, the United Nations Global Compact, which aligns business operations and strategies to ten principles in the areas of human rights, labour, environment and anti-corruption.

During 2010 Griffith University has hosted a number of conferences attended by leading international, national and local researchers. One conference focused on the causes, consequences and prevention of crime and violence across the life course whilst another focused on suicide prevention in the Asia–Pacific region.

The Griffith Law School launched the world's first international journal on Climate Change and Law. The quarterly journal is supported by a number of climate change specialists on the editorial board. The journal will be multi-disciplinary because climate change is multi-disciplinary and will cover the subject from an economic, scientific, technological and developmental point of view.

## Research highlights

### NHMRC Australia Fellowship

Professor Michael Good, formerly Director of the Queensland Institute for Medical Research, was awarded one of nine National Health and Medical Research Council (NHMRC) Australia Fellowships to undertake research at Griffith University. The fellowships are Australia's most prestigious award for excellence in the fields of health and medical research and are worth \$800 000 per year for five years.

Professor Good will use his Australia Fellowship to pursue the development of vaccines for two major pathogens—malaria and Group A streptococcus. Both research programs are entering exciting phases as they move into Phase 1 clinical trials. At the same time, the fellowship will enable Professor Good to explore the development of the next generation vaccine candidates for these diseases.

### NHMRC Centre of Research Excellence

In October the NHMRC awarded a grant of \$2.5 million over 5 years for the establishment of a Centre of Research Excellence (CRE) in Nursing Interventions for Hospitalised Patients. The successful bid involves the following Griffith researchers: Professor Wendy Chaboyer (Director), Professor Claire Rickard, Professor Leanne Aitken, Professor Marianne Wallis, Associate Professor Marie Cooke and Professor Paul Scuffham and associate investigators Dr Marion Mitchell, Dr Jennifer Whitty and Dr Evelin Tiralongo.

### Donation from the estate of Dr Clem Jones AO

The Griffith Health Institute was awarded \$2 million from the Estate of Dr Clem Jones AO, to support research led by Professor Lyn Griffiths towards obtaining a cure for brain damage using stem cell research. The funds of \$400 000 annually over five years will be used for research focussed on neural stem cells and mesenchymal stem cells.

### North Australian Biodiversity Hub

As part of the National Environmental Research Program, the federal government has announced \$14.7 million funding for a North Australian Biodiversity Hub, of which Griffith University is a significant partner through the Australian Rivers Institute. The hub, hosted by Charles Darwin University, will tackle critical biodiversity issues in northern Australia, building on the work of the Tropical Rivers and Coastal Knowledge (TRaCK) research hub and continuing to pursue strong collaborative links with local Indigenous communities.

### Major grant round success

The University continued its excellent recent success in securing Australian competitive grants through the major schemes conducted by the Australian Research Council (ARC) and the National Health and Medical Research Council (NHMRC).

## Performance: Research (continued)

Grants awarded to Griffith through the NHMRC in 2010 totalled almost \$12 million. This success is highlighted by the University's national rank for NHMRC Project Grant funding which has risen from 19th in 2009, to 15th in 2010, and to 11th for the 2011 round.

The University held its position of 12th nationally in ARC Discovery Grants and had another excellent Future Fellowship result (equal 9th nationally).

### **ARC Centre of Excellence for Quantum Computation and Communication Technology.**

Professor Howard Wiseman heads Griffith's partnership in the ARC Centre of Excellence for Quantum Computation and Communication Technology announced in 2010. The centre is led by University of New South Wales and will develop strategic information technologies based on the laws of quantum physics.

### **Other major grants awarded in 2010**

Major grants awarded during 2010 with a total value exceeding \$1 million were:

- Professors Stuart Bunn, Jon Olley and Angela Arthington secured a \$3 million CSIRO Flagship Cluster Grant to study ecological responses to altered flow regimes.
- Professor Debra Bernhardt received \$1.2 million for Griffith University's membership of the Australian National Fabrication Facility.

### **Inaugural Vice Chancellor's Research Excellence Awards**

The inaugural Vice Chancellor's Research Excellence Awards were announced at a ceremony at the Queensland College of Art in April.

The awards were established to acknowledge and reward academic staff who have made outstanding contributions to both their discipline and to Griffith's research profile.

The award winners were:

**Dr Elena Marchetti**  
Griffith Law School  
Award for Excellence in an Early Career Researcher

**Professor Lyn Griffiths**  
Griffith Health Institute  
Award for Excellence for an Individual Mid-career or Senior Researcher who has demonstrated an outstanding record of achievement in research

**Professor Ron Quinn**  
Eskitis Institute  
Award for Research Leadership

**Professor Pat Weller**  
Department of Politics and Public Policy  
Award for Research Leadership

**Professor Elizabeth Kendall**  
(Healthy Places Healthy People Research Team)  
Award for Excellence of a Research Group or Team

Public announcement of the winners was made through the Griffith website and half page advertisements in *The Australian* and *The Courier-Mail* newspapers on the day following the announcement.

### **2010 Higher Education Research Data Collection (HERDC) of Research Income and Publications Returns for 2009**

The Higher Education Research Data Collection (HERDC) comprises research income and research publications data submitted by universities each year to the Commonwealth Department of Innovation, Industry, Science and Research (DIISR).

Data collected from HERDC is used, along with data from the Higher Education Student Collection, for determining research block funding allocations to universities.

Griffith's research income for 2009 was \$63.05 million, an increase of 21.9 per cent over the 2008 (see Item 1.1 in the Appendix) figure or a 13.7 per cent increase in research income per staff FTE.

Griffith's Research Publications for 2009 recorded a significant increase of 9.2 per cent in overall weighted publications (see Item 1.2 in the Appendix). This was brought about by a strong growth in book chapters of 49.4 per cent and an increase in refereed conference papers of 15.7 per cent and in books of 8.7 per cent.

Australian competitive grant income increased by 47 per cent, consisting of \$6.15 million in ARC Discovery Projects, \$3.4 million in Linkage Projects and \$0.67 million in Future Fellowships, consolidating increases in successful grant round applications in 2008. It also includes \$3 million for Commonwealth Environment Research Facilities, \$1.8 million for Tropical Rivers and Coastal Knowledge (TRaCK) and \$1 million for the ARC Centre of Excellence in Policing and Security (CEPS). Other public sector research funding also increased by 22.7 per cent, which includes \$7.5 million for the National Adult Stem Cell Research Centre and \$2 million for Climate Change Adaptation (NCCARF).

### **Research education highlights**

The Griffith Graduate Research School (GGRS) has the primary responsibility to implement further changes across the University that will enhance the research education experience at Griffith. The GGRS underwent its own five-year review in 2009 and as a result developed an implementation plan in 2010 which has already led to major changes in HDR education at Griffith. Major new initiatives include:

- implementation of a new strategy on research education and supervisor accreditation to enhance the HDR study experience
- development of a publication strategy for PhD students including a requirement for students to publish outputs during PhD candidature
- new spaces for HDR students centrally
- adoption of a new HDR student management system
- expansion in domestic and international HDR numbers achieved through multiple entry options and an increased number of scholarships.

## Commencements and completions

2010 has seen over 1000 students apply for a research degree at Griffith—more than 350 have received an offer and commenced their studies this year. In the 2010 calendar year, 139 research students have completed a Higher Degree by Research.

## Research Week

Griffith's inaugural Research Week in August showcased the University's research capabilities to prospective research students. Research Week offered a number of activities, including on-campus engagement in the Three Minute Thesis competition, the inaugural Research Alumni Dinner, and short public lectures which engaged a broad spectrum of stakeholders in the research community, including current and prospective research students, alumni, and researchers. The week's activities were captured for the Griffith website including videos of Three Minute Competition finalists, interactive competitions, information sessions and social media interconnectivity.

The *Share Your Research World* online competition encouraged current research students and alumni to share how research had changed and impacted their world.

## Three Minute Thesis competition

The Three Minute Thesis competition, held in August, aimed to develop key skills in higher degree by research students by challenging competitors to present a clear, concise, yet engaging description of a research project in three minutes, an essential skill that every researcher should develop. Competing students had three minutes to present their research topic with one PowerPoint slide, with no props or equipment. Griffith's competition final kick started Research Week and featured 15 research students talking about their research.

More than 70 research students competed in the heats in their academic groups to win a place in the final. Presentations were from a diverse set of projects and the quality of presentations was high.

The runner-up, education PhD student Shiralee Poed, received \$500 to further assist with her research into the balance of curriculum adjustments for students with disabilities.

The winner, medical science PhD student Bridget Maher, is researching gene factors by gender in migraine sufferers. Bridget received \$1000 towards her future research activities and represented Griffith at the National/Trans-Tasman final in September, hosted at the University of Queensland.

## Research policy

The University participated in the following major government research initiatives and discussions in 2010:

- Excellence in Research for Australia (ERA) 2010 research assessment exercise (already discussed under Research Excellence)
- Collaborative Research Networks Program
- Sustainable Research Excellence (SRE) initiative.

These government policies, reviews and discussion papers will continue to drive major changes across the University's research programs and the University will continue to monitor and respond to these in 2011.

## Collaborative Research Networks program

Griffith University submitted a comprehensive response in March 2010 to the Government's discussion paper about the \$52 million Collaborative Research Networks (CRN) program.

Although CRN funding applications can only be submitted by 16 regional universities, Griffith University is involved in two CRN applications with prospective Queensland partners and will receive results in 2011.

## Sustainable Research Excellence initiative

The University was also an active participant in national discussions concerning the Commonwealth's Sustainable Research Excellence (SRE) initiative. The SRE commits an additional \$512 million over four years from 2010 to 2013 and has the aim of increasing the average support provided by the Commonwealth for the indirect costs of Australian Competitive Grant (ACG) research to 50 cents in the dollar by 2014 (up from 20 cents in the dollar a few years ago).

The most important SRE-related activities in 2010 were two academic staff activity surveys, conducted over two weeks in March–April and again in July. All institutions wishing to participate in the SRE initiative administered the survey. Forty-one institutions submitted SRE staff survey returns with a national response rate of 77.8 per cent (from 38 834 staff). Griffith's staff response rate was 83 per cent which is an excellent outcome. The University will receive clearer advice in 2011 as to how the SRE funding formula will work in 2011 and possibly beyond.

## Outlook

The *Griffith Research Plan 2009–2013* reinforces the University's *Strategic Plan 2009–2013* in identifying detailed strategies for the development of world-leading areas of research excellence. The University's commitment to its Areas of Strategic Investment is already building on Griffith's research achievements and reputation for quality and growing a performance culture of research excellence.

While the University is on track to fulfil its research ambitions contained in the *Griffith Strategic Plan 2009–2013*, it nonetheless commits to accelerated progress in coming years by revising the *Griffith Research Plan 2009–2013*, establishing more ambitious objectives which will allow the University to:

- retain the growing number of high performing research intensive staff
- respond appropriately to the external research policy environment—most significantly the Excellence in Research for Australia (ERA) initiative—and continue to build and support a research performance culture focused on excellence and impact
- refine and refocus the Areas of Strategic Investment
- attract more high quality domestic and international research students, provide a supportive environment and achieve a much higher rate of completions
- bring to fruition through Griffith Enterprise the University's goals to leverage its intellectual property to create new enterprises and major external partnerships.

# Performance: Learning and Teaching

## Comprehensive

### Goal

*Griffith will be a university of a size sufficient to support a comprehensive range of programs across a network of differentiated campuses.*

Demand for Commonwealth-supported places in Queensland in Semester 1 showed a significant increase of 17.3% at the time of the main offer round for 2010. While demand for Griffith programs strengthened, with first preference applications rising 15.95% from 9811 in 2009 to 11 376 first preferences in 2010, Griffith's market share decreased marginally (0.4%), QUT's remained static while the University of Queensland's market share declined by 1.7%. Increases were spread across a number of institutions, with Southern Cross University, TAFE and Australian Catholic University achieving the biggest gains.

The program planning and approval processes were simplified and new business processes were developed to verify the professional accreditation and professional recognition of Griffith programs. Changes were made to the full program proposal to accommodate the requirements of the Australian Higher Education Graduation Statement (AHEGS). Patterns of enrolment were monitored to identify under-performing programs, which are reviewed with a view to planned reductions in some areas.

Prospective students showed a strong interest in three undergraduate programs offered in 2010—Midwifery (Logan), Nutrition and Dietetics (Gold Coast) and Environmental Design (Architectural Studies) (Gold Coast). The latter degree is the foundation study for a career as an architect. The pattern of preferences in these disciplines translated into good enrolments. Griffith offered a range of new postgraduate programs with a strong interest shown in Early Childhood Education (graduate diploma, Mt Gravatt and Gold Coast) and Integrated Water Management (graduate certificate, offshore).

Griffith University continues to meet its objectives to increase the number of articulating students from the vocational educational and training (VET) sector, and to increase representation of these students across Griffith's academic groups. More TAFE students enrolled in Arts, Education and Law (AEL), Science, Environment, Engineering and Technology (SEET) and Health programs than in 2009, and there was a 3% increase in 2010 of TAFE pathway and Adult Tertiary Preparation students enrolling in Griffith degrees. In 2010, the University extended membership of its TAFE Partnership Admissions Scheme to the North Coast Institute of TAFE to ensure its graduates residing in northern New South Wales benefited from the same access and credit arrangements as TAFE graduates in the Brisbane–Gold Coast corridor. Griffith's Recruitment Marketing Strategy for VET Institutes will ensure that recruitment of VET students from the University's partnership institutes continues to be an important University priority.

For Griffith degree students, new pathway programs include reverse articulation, where students can gain additional industry qualifications as part of their university studies, in Exercise Science (fitness qualification) and Biomolecular Science (pharmaceuticals and nutraceuticals qualifications).

Griffith's representative on the Academic Planning Committee of Open Universities Australia (OUA) is responsible for implementing an enhanced Griffith recruitment strategy, which has included identification of program gaps, conduct of a fees analysis, and discussion with OUA of possible undergraduate and postgraduate programs.

Despite an overall 2% decrease in applications from international students and 3% decrease in offers, Griffith is experiencing an overall 9.5% increase in acceptances from Semester 1, 2009 to the same period in 2010, across all levels. Undergraduate programs showed a 25% increase, study abroad an 8% increase and postgraduate programs a 2% increase, compared to the same time last year. The growth is coming from China, Norway, Vietnam and Malaysia.

Griffith welcomed the first students to Australia under the AusAID Development for All: A Disability Strategy. Eighteen new Australian Development scholarship students from 12 countries completed their five-week Introductory Academic Program in time for the commencement of Semester 1, 2010. The majority of these students are studying a Masters by coursework, with three Bachelor degree level students and one PhD student. The students are from the Philippines, Indonesia, Sri Lanka, New Caledonia, Bangladesh, Vanuatu, Maldives, Zambia, Tonga, French Polynesia, Tuvalu and Malawi.

## Excellent

### Goals

- *To improve retention of students*
- *To improve the CEQ Overall Satisfaction indicator of Griffith graduates*
- *To improve CEQ good teaching scale responses from Griffith graduates*

Awards from the Australian Learning and Teaching Council (ALTC) build on a long sequence of success for Griffith's innovative and engaging teachers and student support staff. Outstanding Griffith teachers recognised in the nation's most prestigious learning and teaching awards include:

- Professor Keithia Wilson (School of Psychology) who received an ALTC 2010 National Teaching Fellowship, one of only three awarded this year, to undertake a two-year program of strategic activities in the First Year Experience
- Dr Scott Harrison (School of Education and Professional Studies and the Queensland Conservatorium) who received an Australian Award for University Teaching in the Humanities and the Arts Category for his significant contribution to music education, particularly strategies for engaging boys in singing
- Dr Peter Woods (Department of International Business and Asian Studies) who received an Australian Award for University Teaching in the 2010 Priority Area Category – Internationalisation for his expertise in developing and effectively using innovative curriculum materials and approaches for teaching multicultural students.

ALTC Priority Project Grants support projects addressing academic standards, assessment practices, curriculum renewal, teaching and learning spaces, and internationalisation. Griffith is involved in six new projects, four of which involve cross-institutional teams. Griffith staff will lead or co-lead four of these projects. Griffith staff or teams received eight Citations for Outstanding Contributions to Student Learning, which place the University equal second nationally with the University of Melbourne. Recipients are from all academic groups and from two support areas.

Griffith strongly supports the transition experience for first year students, and enhanced orientation and engagement activities. First-year advisors help students take responsibility for their learning, help them navigate the higher education systems, and provide expert advice within the school/department or program, or for University initiatives such as the range of peer mentoring programs. During 2010, Uni-Key, the first-year transition support program for students from disadvantaged backgrounds, was extended into Semester 2 for those commencing earlier in the year, and to engage those entering Griffith mid-year.

During 2010, the spotlight focussed on another important student transition point, namely the move into the workplace or further study from their final or senior year. Groups and schools/departments implemented capstone courses and reflective exercises to increase students' awareness of and confidence in their skills, knowledge and achievements, and supported career planning and local career advice from alumni and others. Students were given opportunities to display their graduate capabilities to employers and the wider community through conferences, graduate exhibitions and performances. Social activities included graduate dinners for the students and their parents or family, social networking sites for graduate profiles, and opportunities to mentor junior-year students.

Assessment policies were completely revised by the Assessment Committee. Consultation with schools about a new policy and the document Governance of Assessment and Academic Achievement Standards led to the drafting of new procedures. The Good Practices in Assessment guide includes multiple case studies at school, program and course levels.

Griffith's Blended Learning Strategy aims to extend the quality assurance framework, to systematically embed blended learning approaches, and to develop a campus environment that supports blended learning approaches. The academic groups produced their own strategies to realise these objectives, and have appointed curriculum consultants and blended learning advisors based in each academic group. The curriculum consultants focus on curriculum quality enhancement at program and course level, in strategic partnership with the Griffith Institute for Higher Education (GIHE). At the 2010 Blended Learning Symposium, a new publication, Getting Started with Blended Learning, was launched.

To provide optimal support for student learning, electronic systems have been upgraded. Students know what they can expect from a Griffith course and what is expected of them as they undertake the course through the revised course profile system. Course profiles are an integral part of the University's quality assurance process for its teaching and learning activities. The electronic course profile system was extended to all Griffith courses in 2010, and it now facilitates efficient management of course documentation as the approval, review, and publication of profiles is managed in the one system. The system has provided additional opportunities to accumulate institutional data about courses and to 'close the loop' on student feedback by requiring reports to students on evaluation outcomes from the previous calendar year.

To support the University's policy on student evaluation of courses (SEC) and teaching (SET), an improved online system for student evaluations was implemented successfully across the University for all courses delivered in 2010. It replaced the former online and paper survey processes, and all courses are now evaluated at every offering. Students responded positively, with the participation rate increasing between Semesters 1 and 2. From the institutional perspective, the results generated have provided valuable recognition of good teachers and are being used to improve the quality of our courses. The student feedback is also proving invaluable for staff annual reviews, promotion and appointment decisions.

Considerable effort has been directed to the quality of technology in teaching spaces. Lecture capture allows academic staff to record their lectures at the time of delivery, or through desktop capture software, and then deliver to students through the University's learning management system, Learning @ Griffith. Access to the sound and screen content is available to students over the Internet 24 hours a day, 7 days a week. The University is rolling out lecture capture as it upgrades its teaching spaces, and standardises the audio-visual equipment available. Data on venue usage, number of recordings, and 'hit rate' by students all showed significant growth in the uptake of the service, compared with 2009.

Learning spaces are an important part of the overall student experience and a major Griffith investment in student learning. To enhance interaction between students, and between staff and students, technology has been integrated into more learning spaces on several campuses. At Nathan, major changes to the library (Willett Centre) have allowed the creation of a new Student Centre similar to the G33 building at the Gold Coast campus. The Centre has consolidated the various elements of Student Administration, including the university cashier, and all library services into a single location for the convenience of students, a 'one stop shop' enhancing the student experience. The Willett Centre upgrade was the first stage of the Nathan 'campus heart' revitalisation and will open in 2011. The Mt Gravatt and the Queensland College of Art libraries have been refurbished to deliver a single service point for all library and IT related queries for staff and students.

# Performance: Learning and Teaching (continued)

## Distinctive

### Goal

*Griffith will offer a signature learning experience by providing students with identifiable work-integrated learning opportunities in all of its programs, and by preparing them to be global citizens.*

Griffith revised its Graduate Attributes in 2009 to focus our efforts on supporting students to develop skills, knowledge, attitudes and behaviours that prepare them to be leaders in their fields. The Griffith Institute for Higher Education (GIHE) continued to host workshops in 2010 to support academic staff in the transition to using the revised graduate attributes. During 2010, GIHE helped course convenors embed graduate attributes in curricula, with the revision or development of 'toolkit' guides to assessing opportunities to develop graduate skills, to writing appropriate learning outcomes and goals for courses, and mapping these to course assessment tasks. GIHE supported program convenors developing skills in mapping graduate attributes and analysing curriculum coverage.

Analysis of courses and programs has been refined to help the identification of key experiences that are already in place. The data have been gathered principally from two sources. Firstly, the Programs Committee ensures that key signature experiences are embedded into new or renewed degrees, through the requirement to describe how each of the following is embedded in the program:

- Work-integrated learning
- Blended learning
- Internationalisation
- Indigenous content
- Cross-campus consistency.

Secondly, the course profile system has provided new functionality, via the curriculum initiatives tracking tool, to audit internationalisation of the curriculum and international study experiences. Reports on intercultural experiences, foreign languages, and learning experiences have provided a baseline on internationalisation and invaluable experience in data collection.

The Internationalisation Advisory Committee continues to monitor the implementation of the Internationalisation Strategy, which was recently revised with a new operational plan ready for consideration by the Academic Committee in early 2011.

The Ruhr Valley Internship Program run by the Griffith Business School was recognised as the best exchange program in Queensland. It received the Queensland Education and Training Award in the category of Excellence in Outward Mobility. One Griffith course sends students to Germany to work with international firms in Semester 3, and in Semester 2 receives German students from our exchange partner, Universität Duisburg-Essen.

In an exciting internal collaboration, students in the Bachelor of Business Event Management and Sport Management program participated in work-integrated learning placements with Griffith's Student Linx program that enhances socio-cultural exchanges and peer mentoring for international students. Students had the opportunity to organise highly effective events, engage in other cultures, and further develop their professional networks. The supportive Student Linx program was a great success and can be run in a sustainable way by recruiting local expertise.

Through our membership of the Innovative Research Universities Australia, Griffith has contributed significantly to work-integrated learning resources that will build stronger connections with the business community via the Australian Chamber of Commerce and Industry, and high-quality learning experiences for our students.

## Successful

### Goal

*To improve graduate success in terms of full-time study or full-time work outcomes.*

The Careers and Employment Service offered support to students across the student lifecycle. On all campuses during Orientation, workshops led to a 20% increase, compared to 2009, of students registering on Career Board, which helps students and graduates find job vacancies, and career-related activities, resources and events.

While some first year undergraduate students were offered Career Focus—the career development module, which is an assessable component of an existing core course—other first year students participated in Making Employment Happen seminars. These activities helped students think early in their degree about their employability, career direction and career planning.

The inaugural Volunteer Experience fairs at Gold Coast and Nathan campuses were a showcase for volunteer organisations to demonstrate that volunteer experiences support students in being work-ready, promote the idea of volunteering and provide a way for students to get involved.

Job-search seminars were offered regularly on campuses throughout the year to develop resume and interview skills. The graduate jobs campaign on all campuses in Semester 2 directed students to Job-search assistance. This campaign was staffed by trained Student Partners, and specifically targeted students in their final semester.

The Griffith Industry Mentoring Program, in its sixteenth year in 2010, saw strong competition for places. It matched 437 mentors and students, including the first aviation mentors to be involved in the program, and a large increase in the number of nurse mentors in the Gold Coast program.

Griffith launched the Griffith Talent website, which is directed at Small to Medium Enterprises (SMEs). The industry response to Griffith Talent has been extremely positive as employers can assess their needs and see how a student or graduate could help their business. It also gives Griffith students and alumni a central point of contact to register their interest in jobs and internships. Other universities' programs solely focus on linking graduates to positions at large companies, but SMEs are a major source of employment in the region. Griffith has connected with existing SME industry networks and associations hosted by government and community groups such as the Chambers of Commerce, City Council offices of economic development and the Department of Education and Training agency Small Business Solutions.

## Outlook 2011

Universities are entering an era of increasing accountability regarding their performance in research, teaching, student outcomes, social inclusion and contribution to the community. During 2011, we will negotiate targets with the Commonwealth Government for our achievements in these areas, through the process of compacts, and our performance on these indicators will influence our success in obtaining performance-based funding. Our performance in comparison to other universities will become more transparent, and more visible to the public.

The University has gone through a decade of very rapid growth and will continue to make a strong contribution to Government targets for increasing the proportion of young people with a bachelor degree, and increasing participation by students from low socio-economic backgrounds. Growth will be at a slower rate than the past 10 years, with expansion carefully controlled and distributed across all campuses.

The Griffith corridor is extremely diverse in terms of its ethnic and socio-economic composition and Griffith has an exemplary record for its programs that aim to build the aspirations of young people to participate in tertiary study, and to create pathways that facilitate the transition to university. In line with the Bradley agenda, Griffith takes seriously its obligation to promote social inclusion in higher education and to increase participation in tertiary studies of Indigenous students, students of low socio-economic status and students with a disability. Griffith will continue to establish alternative pathways to facilitate the entry of talented individuals into university study. We must support and enhance our partnerships with schools, the VET sector and institutions such as QIBT and Open Universities Australia in order to facilitate student transition into Griffith.

To retain and enhance our position in domestic and international markets we need to ensure that we offer programs that students want to study, and become more effective in marketing Griffith and our programs within Australia.

The University needs to invest significant effort in the recruitment of students into domestic postgraduate coursework programs. We aim to retain our international student load at 25% but will seek to achieve a more balanced distribution of international students across discipline areas and country of origin. A further goal is to ensure that our international students enter the University with strong academic and English language standards, at a level that enables them to succeed in their studies.

Our staff members are the key to the University's success. Griffith needs to ensure that it offers a welcoming and supportive work environment for its staff, and that staff participate in relevant professional development, and that they receive high-quality supervision in the performance of their work. The University will continue to develop clear and rewarding career pathways and professional development for all staff, and support our academic leaders and managers to succeed in increasingly complex and demanding roles.

Griffith's *Academic Plan 2011–2013* specifies the approach that we need to take in dealing with the challenges that we will face over the next few years.

Griffith's key strategies for 2011 in the area of enhancing learning and teaching quality include:

- Continuing to monitor and respond to student feedback about teaching, courses and programs, and ensuring that we 'close the loop' by informing students about actions taken in response to their feedback
- Continuing to implement a quality enhancement system involving cyclical reviews of academic elements, programs and courses, along with targets for learning and teaching quality for individual schools

- Expanding professional development opportunities in learning and teaching
- Providing grants and fellowships to promote innovative practices in teaching, along with a strong system for reward and recognition of our excellent teachers
- Developing a budget model in which partial funding to academic elements is based on performance in teaching and learning
- Monitoring the embedding of strategic, distinctive curriculum content and learning experiences that promote the University's graduate attributes, including increased opportunities for work-integrated learning, and internationalisation of content
- Building further state-of-the-art learning spaces, and further increasing the uptake of lecture capture technology
- Continuing to implement the first year experience program, including the employment of first year advisors, early detection of and intervention with students at risk, and increasing mentoring schemes
- Enhancing the final year experience for students, particularly with respect to preparation for employment, in addition to current work-integrated learning opportunities that are embedded within the curriculum
- Continuing to implement the new Sir Samuel Griffith lectureship scheme to develop and support newly appointed, early career academic staff.

# Performance: Supporting strategies

## Staff

### Diversity

#### Strategy

*We will develop a staff profile that reflects the diversity of the University's students and the general community, including its Indigenous communities and that supports the University's strategic directions*

#### Goals

- To improve the proportion of female Level D and E academic staff
- To improve the proportion of female Senior administrators (HEW Level 10 and above)

Targets set in the University's *Equity and Diversity Plan* in relation to the representation of women were partly achieved. Thirty-one per cent of academics at senior (associate professor and professor) levels are women (see Item 3.7 in the Appendix), and women represent 40% of all academic staff. Thirty of the fifty-four staff successful in gaining promotion were women. Forty-nine per cent of staff in senior administrative and professional roles are women, and the Executive Group maintained its female membership of 36%. The University celebrated receiving the annual 'Employer of Choice for Women' citation from the Equal Opportunity for Women in the Workplace Agency, continuing to also receive a Business Achievement Award for being a Leading Organisation for the Advancement of Women.

Indigenous staff employment was maintained at 1.4% of overall staff; and the University continued to have one of the highest rates of Indigenous staff representation, especially in academic roles, across all Australian universities. Two Indigenous academic staff members were recipients of a Commonwealth Indigenous Staff Scholarship, of which only five are awarded nationally.

Griffith University is committed to a sustainable and systematic whole-of-university approach to sessional staff and the implementation of effective practice at the University, group and school levels. The Sessional Staff Working Party's publication of *Good practice framework for the management and development of sessional academic teaching at Griffith* provides practice principles for the Griffith strategy. The implementation process is being supported by a Level 1 Strategic University-wide project grant awarded to Professor Keithia Wilson and Associate Professor Alf Lizzio for *A systematic and sustainable approach to management and development of sessional teaching at Griffith*.

Griffith supports the Queensland Carers Charter as detailed in the *Carers (Recognition) Act 2008*, through the flexible work practices and remote access facilities available to our staff. Griffith ensures staff are provided with relevant information and support as required.

During 2010 the University continued to build on initiatives that support the development of individuals and cohorts of staff. The focus is on supporting areas of the University in achieving high standards of productivity in relation to the University's strategic goals, and considerable emphasis has been placed on leadership and management development.

### Development

#### Strategies

*We will:*

- *develop our own pipeline of new talent*
- *enable and support our staff to focus their work on areas in which they excel through clearly defined career paths, with clear rewards for high achievement*
- *professionally develop and support our academic leaders and managers.*

The continued emphasis on leadership and management development was maintained during 2010. The focus was on academic managers and regular fora for deans and academic managers provided opportunities to promote the importance of leading organisational cultural change and high performance. A full range of leadership and management development programs including Women in Leadership continued with high levels of participation, and many staff participated in the short courses program, which consists of a range of workshops and professional development activities. The Sir Samuel Griffith Lectureship Program, designed to enhance the career success of early career academics, was launched with 42 participants.

Fifty-four academic staff were promoted in the annual round, 30 of whom to senior (associate professor and professor) levels. Three promotions to senior research fellows were made, all of whom were women.

### Performance

#### Strategy

*We will be a high performance organisation characterised by rigorous performance management, staff development and reward systems.*

The University successfully concluded negotiations on the Academic and General Enterprise Agreements. The General Staff Performance Management Scheme and the University Code of Conduct were both reviewed during the year.

# Students

## Student quality

### Strategy

*To improve the percentage of OP1 to 8 students who enrol at Griffith.*

Griffith uses three institutional strategies to improve our attractiveness to high-achieving students (those attaining OP scores from 1 to 8). Griffith Connect Valued Partners program, Sir Samuel Griffith Scholarships, and the Griffith Honours College are important and interrelated components in pursuit of more student quality across the campuses and across programs.

Student quality, as measured by OP levels, improved in 2010 (see Item 2.6 in the Appendix), with the overall median OP for the University improving from OP10 to OP9. While 68 programs had improved cut-offs, 55 programs remained unchanged and 21 programs were poorer than last year. Forty-six percent of offers were made in programs with an improved cut-off.

The Griffith Connect Valued Partners program maintains close formal relationships between the University and high schools. The program has 118 partners in the Brisbane, Gold Coast and Northern Rivers regions. Partnership offers a range of benefits and subsidies such as special access to scholarships, admission schemes, preferential visits, on-campus Experience Days, and professional development for staff. Data shows that of the 2284 QTAC applicants from Queensland Partner schools, 21.8% were OP1–8 applicants. In 2010, partner schools were again designated a priority level from 1–4. Out of 245 school visits, 88% were to Griffith Connect Partner schools with 93% priority 1 and 2 school visits. Of particular note this year was the success of Northern New South Wales partner program with significant increases in guaranteed admissions and scholarship applications, which will affect 2011 data.

Early each year the University conducts its Annual Prizes and Awards events at Gold Coast and Brisbane, to acknowledge our high-achieving students who were recognised in the 2009 academic year. The Prizes and Awards events also recognise the contributions of external sponsors who provide such valuable assistance to our students across a wide range of disciplines.

In 2008, the University established the Griffith Honours College to:

- attract high-achieving students to study at Griffith University
- assist the success of high-achieving students through the provision of support and additional benefits including enrichment experiences
- promote the University to the public, secondary schools and potential students as an institution that is committed to academic excellence.

In its third year of operation, the Griffith Honours College has over 400 undergraduate student members. As anticipated, many of the students have received academic awards. However of special note are the community contributions that these students continue to make. As the aims of the College are to attract and retain high-achieving students through building a sense of belonging, students in the College are encouraged to participate in extracurricular activities, which include a specially designed leadership program and community engagement. It is pleasing that over 90% of Griffith Honours College students responded positively and the senior students in the College have established the Students in Free Enterprise Club (Griffith students volunteering).

This club has formed teams, which focus on providing support for selected charities. Examples include students providing the materials and building a herb garden at the Blue Care Aged home on the Gold Coast, visiting sick children at the Mater Hospital as part of the Lollipop program, and raising funds for the Y-Care program at Logan.

The Griffith Honours College Leadership Development Series aims to provide students with opportunities to develop their leadership skills by attendance at a number of conferences or discussions each year.

During the long breaks, students volunteered for international aid projects, for example:

- building a mud brick fence, constructing a tank to provide running water to the local school, and teaching the primary school students for four weeks, in Urambamba in Peru
- building a thatched room at Siem Riep in Cambodia, so local children could learn English to work in the tourism industry.

## Student equity

### Strategies

- *To improve the participation rate, the retention rate and the success rate of low SES students*
- *To improve the participation rate, the retention rate and the success rate of Indigenous students*

The *Griffith University Equity and Diversity Plan 2007–2010* focuses on improving equity and diversity outcomes, and, in conjunction with the University's *Strategic Plan 2009–2013*, sets out the targets and strategies relating to Indigenous students, students of low socio-economic status (SES) and students with a disability (see Item 3.0 in the Appendix). The *Disability Action Plan 2007–2011* provides a particular focus on students with a disability in line with the *Disability Discrimination Act* and the *Disability Standards for Education 2005*.

Griffith supports the Queensland Carers Charter as detailed in the *Carers (Recognition) Act 2008*, through the provision of special consideration for students whose circumstances might impact on their access to, and participation in, their programs and associated courses.

The *Equity and Diversity Plan* was reviewed in 2010 and a new plan for the next triennium is currently in draft form awaiting final approval in early 2011.

In 2010, the Federal government implemented the Widening Participation – Higher Education Participation and Partnerships Program (HEPPP) which aims at increasing the participation, retention and success rates for low SES students at tertiary level.

## Performance: Supporting strategies (continued)

The funding Griffith received as part of the program has been utilised in a variety of ways, including:

- the development of the Uni-Skills Study Groups program for 2nd to 4th year students, to complement the existing Uni-Key mentoring program for first-year students
- the provision through the Uni-Skills program of additional access to laptops, scholarships, emergency bursaries, photocopy and text book allowances and an online tutoring service
- the appointment of additional careers and personal counsellors and learning support officers (both Indigenous and non-Indigenous) to assist students from low SES backgrounds
- the extension of our nationally recognised Uni-Reach program into primary schools to encourage motivation and aspirations of low SES students to consider tertiary education.

Griffith has a long-standing and ongoing commitment to increasing the number of Indigenous students successfully graduating from Griffith programs. The GUMURRII Student Support Unit, which will celebrate its 25-year anniversary in 2011, has provided extensive academic support for Indigenous students throughout the course of their studies.

In recent years, there has been a steady increase in the number of students applying to study at Griffith (increasing from 128 applicants in 2008 to 136 in 2009 and 155 in 2010). This has also meant a very satisfying increase in the number of graduations, increasing from 42 graduates in 2008 to 81 (preliminary figure) in 2010. Griffith University has the largest number of Indigenous students studying at university in Queensland.

GUMURRII is a dedicated Student Support Unit for Aboriginal and Torres Strait Islander students located on each of the five Griffith campuses. Its Aboriginal and Torres Strait Islander staff assist students from recruitment to orientation, student support and graduation. All five GUMURRII units have computer labs, study rooms and Indigenous staff to assist the students with cultural, academic, and personal issues.

Notable scholarships won by GUMURRII students include the Griffith-Titans (Rugby League) Scholarship, two Governor General's Indigenous Student Teacher Scholarships, and an Australian Medical Association Scholarship.

Griffith's English Language Enhancement Strategy was developed three years ago to boost the oral and written English language skills of international students and other students whose first language is not English, and to maximise their chances of succeeding in their academic studies. One component, the English Language Enhancement course (ELEC) is a mandatory, 10 credit point course that has been included as a core requirement for specific international students in the majority of bachelor-level programs across the University. The ELEC was successfully introduced in Semester 1, 2010 with an enrolment of 1164 students across the five campuses, and 834 in Semester 2. Much work was needed in 2009 and 2010 to organise program degree and structural changes, and to manage policy, system and business process variations to enable the implementation. Students may also access EnglishHELP individual and group tuition, which now operates across all five campuses, and services degree program international students in all academic groups. The University also supports IELTS exit testing for its graduates.

---

## Physical facilities and information resources

The University's *Strategic Plan 2009–2013* acknowledges the important contribution that the University's buildings, physical facilities, information resources and underlying infrastructure make to the quality of students' learning experience and the achievement of research agendas. The Strategic Plan outlines the following priorities.

### Campus enhancement

Priority will be given to regeneration of the University's oldest campus buildings, especially at Nathan and Mt Gravatt. The *Nathan Campus Master Plan 2009* was endorsed by the Council at its October 2009 meeting and is being progressively implemented.

### Capital Management Plan

The *Capital Management Plan 2010–2012* was endorsed by the Council at its March 2010 meeting. The building projects detailed in the plan were assessed as the highest priority projects needed to meet the University's strategic objectives in teaching and research in the context of the new external policy environment. Funding of \$170 million was allocated for physical infrastructure projects under the *Capital Management Plan 2010–2012*.

### Electronic infrastructure

Information and communication technologies are core to all aspects of the University's learning and teaching, and research agendas and their support. The *Capital Management Plan 2010–2012* allocated \$35 million for electronic infrastructure projects. The 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 emerge that have potential to address strategic objectives.

# Other governance reports

## Organisational reviews

Reviews form a core component of Griffith's planning and quality assurance framework and the University continued its commitment to assuring the quality of its activities and embedding a culture of continuous improvement through the formal process of review.

In 2005, the University commenced its first cycle of regular, systematic reviews. Twenty-five reviews of faculties and support service divisions were undertaken between 2005 and 2009. This is in line with the review processes adopted and approved by Council in May 2003.

Entering the second cycle of organisational reviews in 2010, the University continued its strong commitment to the systematic review and evaluation of all of its activities by embarking on an extensive schedule of academic school and administrative reviews. Council adopted and approved the processes for the second cycle of reviews in October 2009. This cycle of review covering 26 academic schools and 14 administrative elements is expected to conclude in 2015.

During 2010, the Office of Development and Alumni and the Careers and Employment Service Unit, the Department of Politics and Public Policy, the Queensland College of Art and the Schools of Information and Communication Technology, Medicine, and Nursing and Midwifery were reviewed.

The purpose of the review process is to improve each element's planning and performance through a continuing cycle of self assessment, benchmarking, critical reflection, forward planning and internal/external peer review. The review process involves the element conducting a self-evaluation based on agreed terms of reference, leading to completion of a review portfolio. The review portfolio preparation process provides an opportunity for critical self-assessment and analysis of the element's performance, and enables the identification of areas for improvement and, importantly, a clear plan for future action.

An independent review committee provides an objective assessment of the element's self review and makes additional recommendations for future action and development. The review committee's members include key external leaders in the relevant field who provide expert advice and direction.

Initially Executive Group, and then Academic Committee, consider review reports and the implementation plans prepared by the element in response to the review committee's recommendations, before these documents are presented to the University Council for endorsement.

Under the second cycle of organisational reviews, elements reviewed are required to present an 18-month progress report for submission to Executive Group, Academic Committee and University Council.

In 2010 the University reviewed the role and structure of the Academic Committee, including its constitution, role, membership, operation and scope. The review, coordinated by Emeritus Professor Andrew Lister, assessed the effectiveness of Academic Committee and its sub-committees in contributing toward assuring the quality of the University's education activities and attaining its strategic academic goals. Academic Committee was presented with the review findings in the latter part of 2010 for implementation during the 2011 academic year.

## Audit Committee

The Audit Committee's role is to assist the Vice Chancellor and the University Council to discharge the responsibilities imposed under the Financial Accountability Act 2009, Financial and Performance Management Standard 2009 and other relevant legislation. The Audit Committee membership comprises:

- the chairperson, appointed by the Council
- one Council member appointed by the Council

- one member appointed by the Council from either of the following categories:
  - (i) a member of the Council who is neither a staff nor student member of the University
  - (ii) a member external to the University with expertise in auditing and/or accounting
- two members appointed by Council with expertise in auditing and/or accounting.

None of the Audit Committee members may be staff or students of the University. The Audit Committee approves and monitors internal audit activities. It also reviews and endorses the internal audit strategy and the annual audit plan, prepared by the internal auditor after consultation with management at various levels, as well as endorsing the University's financial statements.

On completion of the planned internal and external audits, the Audit Committee assesses the audit report findings and any management responses, and reports to the University Council. The Audit Committee also monitors implementation of audit recommendations.

The committee reviews the annual Client Service Plan prepared by the external auditors appointed by the Queensland Audit Office (Thomas Noble & Russell Chartered Accountants). 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.

## Internal audit

The role of the University's internal audit function is to provide independent assessment and evaluation of the effectiveness and efficiency of the University's financial and operational systems, reporting processes and activities, and to provide assistance in risk management as required by the Financial Accountability Act 2009.

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

The internal audit function operates in accordance with its three year strategic plan, which is reviewed annually, endorsed by the Audit Committee and approved by the Vice Chancellor. The plan is developed based on an internal audit risk assessment of the University's schools, centres, units and processes, and specific management requests.

The function is independent of management and the external auditors, and reports administratively to the Pro Vice Chancellor (Administration) and functionally to the Vice Chancellor and Audit Committee.

Systems have been established to ensure an effective and efficient internal audit function, including policies, procedures, templates, quality assurance and reporting to senior management and Audit Committee. Key performance indicators reported upon include progress against the internal audit plan, chargeable audit hours delivered, and implementation of recommendations.

Internal audit achievements during the year included completion of the annual internal audit plan and additional management requests, completion of grant acquittals reviews, commencement of a continuous monitoring project and an internal quality assessment.

The chief audit executive holds appropriate qualifications as required by the Financial Accountability Regulations 2009, including Certified Practising Accountant and Fellow of the Institute of Internal Auditors.

## Risk management

Risk management is an integral component of the University's operational framework. It enables the University to identify and manage significant business risks that could materially impact operations such as financial management, insurance, physical infrastructure maintenance, security, workplace health and safety, systems infrastructure, maintenance and management, and project risk management.

In 2009, under the auspices of the Audit Committee, an audit of the University's approach to risk management was undertaken. The audit recommended a more detailed approach to risk management be undertaken by the University, commencing with the adoption of a Risk Management Framework. In 2010, the Risk Management Framework was developed.

The framework defines the University's risk management process, methodology, risk appetite, training and reporting and establishes the responsibilities for its implementation.

At its December 2010 meeting Council approved the University's Risk Management Framework and endorsed the Key Strategic Risks 2011 schedule. This schedule identifies the top ten high level risks faced by the University and details the mitigation strategies to reduce those risks. The framework's implementation process, which will continue in 2011, includes a major review of the Key Strategic Risks schedule.

## Workforce planning, attraction and retention

The University employs 3870 full time equivalent staff. The retention rate for staff is 91.57% and the permanent separation rate is 7.73%.

Workforce plans are part of the planning framework for academic groups and administrative divisions of the University.

The University's employment policies actively promote flexible work practices. Additional paid leave for family and carer responsibilities is available to all staff. Innovative use of information technology enables staff to work flexibly.

In 2010 the University finalised new enterprise agreements for academic and general staff following negotiations with the relevant unions. Fair Work Australia approved the *Griffith University Academic Staff Enterprise Agreement 2009–2012* and the *Griffith University General Staff Enterprise Agreement 2009–2012* on Monday 13 December 2010.

## Health and safety

The highlights of the year have been:

- The new Griffith Safe and Well intranet site was established, and a consistent visual style was applied to all Health, Safety and Wellbeing communications.
- The Risk Management Assistance Program focuses on risk assessments, risk registers and inspections, and is being implemented throughout academic groups.
- Over 1500 staff participated in the annual Flu Vaccination Program.
- New promotional materials were launched for the Staff Counselling Program.
- Six lunchtime Health, Safety and Wellbeing information sessions were held at the Nathan and Gold Coast campuses.
- Preparations are in train for the new work health and safety legislation due at the end of 2011, including safety sampling audits.
- The University's WorkCover premium continues to be well contained.
- The Health and Safety Operational Unit was integrated with the Office of Human Resource Management.
- The Dangerous Goods Safety Management System was developed and is being implemented.

## Code of conduct

The duties of Council members are specified in the Griffith University Act and in the *University Council Handbook*. The orientation and induction program for new members includes training in members' duties and responsibilities.

Under its obligations set out in the *Public Sector Ethics Act 1994*, the University developed and implemented a Code of Conduct. The code sets out the University's expectations for staff in relation to professional behaviour. An online training program about the code and its application is part of the staff induction program. The Code of Conduct underpins key policies within the University, and to ensure that it remains current and relevant to the changing University environment it is being revised to meet recently announced changes to the Public Sector Ethics Act.

## Information privacy

In 2009, Parliament passed the *Right to Information Act 2009 (RTI Act)* and the *Information Privacy Act 2009 (IP Act)*. This legislation is designed to improve access to information held by the Government and public sector organisations. It is also intended to provide appropriate protection for individuals' privacy.

Griffith University's Privacy Plan complies with the RTI Act and the IP Act. The University encourages staff to familiarise themselves with the privacy website. The plan is reviewed annually to ensure ongoing compliance.

In compliance with the RTI Act, the University publishes a significant volume of information through its website. The University also operates formal processes enabling members of the public to apply for access to documents under the RTI Act and the IP Act.

## Applications to access documents

During the period from 1 July 2009 to 30 June 2010, the University received three (3) applications to access University documents relating to the personal affairs of the applicant under the IP Act and seven (7) non-personal applications to access information under the RTI Act. During the period, the University also received one further request, referred by a Government agency, to access University documents relating to the personal affairs of an applicant under the IP Act.

From 1 July 2010, the University received two (2) further applications to access documents about personal affairs of the applicants under the IP Act, and five further non-personal applications under the RTI Act. During that period, the University also received two further requests, referred by public sector agencies, to access University documents relating to the personal affairs of an applicant under the IP Act.

By way of comparison, during the period 1 July 2008 to 30 June 2009, the University received seven (7) applications to access University documents relating to the personal affairs of the applicants and no applications for University documents that did not relate to the personal affairs of the applicants. These applications during the period 1 July 2008 to 30 June 2009 were made under the now repealed *Freedom of Information Act 1992*.

## 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. One disclosure was made in 2010. No disclosure was verified in 2010. From January 2011, the *Public Interest Disclosure Act 2010* will repeal and replace the *Whistleblowers Protection Act 1994*.

## 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. It provides 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 and recordkeeping

Griffith University continues to be compliant with the principles underpinning both Information Standard 40: Recordkeeping and Information Standard 31: Retention and Disposal of Public Records (IS31).

### Information Standard 40: Recordkeeping

**Principle 1**—*Public authority recordkeeping must be compliant and accountable.*

The University has:

- a Queensland State Archives (QSA) approved Strategic Recordkeeping Implementation Plan
- a Business Classification Scheme (BCS) based on two QSA approved retention and disposal schedules fully implemented within the University's records management system.
- an ongoing role in the review of the University Sector Retention and Disposal Schedule. The next version will be submitted to QSA in 2011
- commenced a review of the University's Records Management Policy to support implementation of a new digitised student records system.

**Principle 2**—*Recordkeeping must be monitored and audited for compliance.*

The University has:

- a documented Audit Plan for conducting file audits on a routine basis
- the Internal Audit Unit monitoring compliance with the University's recordkeeping obligations and implementation of internal audit recommendations
- a scheduled review cycle for systematically evaluating organisational units and their business processes.

**Principle 3**—*Recordkeeping activity must be assigned and implemented.*

The University has:

- a records management unit, Corporate Archives and Records Management Services (CARMS)
- a program of short courses on Good Record Keeping delivered routinely across all campuses
- a range of publicly accessible web resources including the BCS, business processes, support for archiving and destruction processes.

**Principle 4**—*Recordkeeping must be managed.*

The University has implemented (2009–2010), the University's Electronic and Document Records Management System (EDRMS), TRIM:

- facilitates the viewing of electronic records by high volume users from their desk-top
- enables select users to save born-digital records to TRIM, supported by documented business processes
- reviews metadata and captures digitised vital records holdings in preparation for the development of a Recordkeeping Disaster Recovery Plan.

**Principle 5**—*Recordkeeping systems must be reliable and secure.*

The University:

- actively manages the life cycle of its corporate files using TRIM
- is implementing (2010–11) a new digitised student records system, compliant with the QSA Digitisation Disposal Policy.

**Principle 6**—*Recordkeeping must be systematic and comprehensive.*

The University centrally captures and maintains records for identified business activities in the EDRMS managed by CARMS and undertakes disposal in accordance with QSA approved retention and disposal schedules.

**Principle 7**—*Full and accurate records must be made and kept for as long as they are required for business, legislative, accountability and cultural purposes.*

The University's BCS based on two QSA approved retention and disposal schedules is updated after a QSA review of either of these schedules. All metadata captured into TRIM is compliant with the minimum mandatory requirements of the Queensland Recordkeeping Metadata Standard and Guideline.

### Information Standard 31: Retention and Disposal of Public Records (IS31)

**Principle 1**—*Public authorities must ensure public records are retained for as long as they are required.*

The University has been actively involved in the initial development and ongoing review of the University Sector Retention and Disposal Schedule (QDAN601). In 2008, CARMS commenced the appraisal of its off-site records archive with this work expected to continue to 2015.

**Principle 2**—*The disposal of public records must be authorised by the State Archivist.*

CARMS has documented records disposal procedures and provides support to the University's organisational elements in the appropriate disposal of records.

# Financial summary

## Overall result

The University had another successful financial result in 2010 with a significant operating surplus and a sound statement of financial position. The continued improvement in cash flows from operating activities helped meet our capital expenditure and debt servicing obligations for the year and still provide a net increase in our cash funds.

Total comprehensive income for 2010 was \$150.4m, comprising an operating surplus of \$109.8m and a gain on revaluation of property, plant and equipment of \$40.5m. The equivalent figures for 2009 being \$354.8m for total comprehensive income, comprising an operating surplus of \$94.4m and a gain on revaluation of property, plant and equipment of \$260.4m. The major reason for the decrease in total comprehensive income of \$204.4m in 2010 was the significant decrease in the gain on revaluation of property, plant and equipment. This reflects the impact of the change introduced last year to our method for valuing and assessing future service potential of our buildings (useful lives) and the related depreciation, referred to as the 'Advanced Straight Line Asset Management' (SLAM) approach. This year only a desktop valuation review was undertaken by our external valuers resulting in an increase of \$40.5m in the value of our property, plant and equipment.

The operating result surplus of \$109.8m in 2010 is higher than the \$94.4m operating surplus for 2009. This again is a very satisfactory outcome for the University despite the fact that the surplus is somewhat distorted by accounting standard requirements that require unspent non-reciprocal classified funding for specified projects and capital purposes to be treated as revenue in the current financial year. As a result of this it should be noted that much of the current operating surplus relates to unspent funding earmarked for specific research activities or capital projects, which will impact expenditure and the operating result in future years.

Total revenue increased by \$55.4m (8.2%) from \$675.2m to \$730.6m. Major contributors to the increase is an additional \$14.5m from Australian Government grants, mainly due to increases in student load offset by a net reduction in capital funding, and an increase of \$13.1m in HECS-HELP/FEE-HELP student loan contributions.

There was also an increase of \$21.3m in student fees and charges, mainly due to a higher number of fee-paying overseas students. Total expenditure increased by \$39.9m (6.9%) from \$580.8m to \$620.7m. This is mainly due to an increase in employee related expenses of \$31.2m, a decrease in depreciation and amortisation expenses of \$7.0m, and an increase in other expenses of \$17.3m (mainly scholarships and non-capitalised equipment).

The statement of financial position remains sound and reflects an increase of \$150.4m in total equity (net assets) from \$1,584.0m to \$1,734.4m. This is due to an increase in reserves of \$40.5m, comprising the revaluation of land and buildings, and the increase in retained surplus as a result of the 2010 operating result surplus of \$109.8m. The change in equity is reflected in the movement of net assets with total assets increasing by \$152.6m (8.4%), offset by an increase in total liabilities of \$2.3m (1.0%).

Short-term liquidity (ratio of current assets to current liabilities) increased to 2.8 in 2010, marginally up from the level of 2.5 in 2009. 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 a significant proportion (\$43.7m) of the current provisions of \$64.3m (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 taken.

## Sources of operating revenue

Total Federal Government funding decreased slightly as a proportion of the University's operating revenue but funding for core operating purposes as a percentage of total revenue was marginally higher. Direct grants of \$276.1m (\$261.6m in 2009) and student loan contributions through the Higher Education Contribution Scheme and FEE-HELP loan programmes of \$134.1m (\$121m in 2009), accounted for 56.2% (56.6% in 2009) of total operating revenue. Of the \$276.1m direct federal grants received, only \$198.1m or 27.1% of total operating revenue (\$175.1m or 25.9% in 2009) was received for core operating purposes.

Overall revenue derived from non-government sources increased from \$272.6m (40.4%) in 2009 to \$306.5m (42.0%) in 2010, with income from student fees and charges of \$202.3m (\$1180.1m in 2009) 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 investment income, consultancy and contract research, and a range of other minor items.

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

Source of Operating Revenue	2010	2010	2009	2009
	\$m	%	\$m	%
Direct Grants	276.1	37.8	261.6	38.7
HECS/FEE HELP	134.1	18.4	121.0	17.9
<b>Total Federal Government</b>	<b>410.2</b>	<b>56.2</b>	<b>382.6</b>	<b>56.6</b>
State and Local Government	13.3	1.8	20.0	3.0
Non-government	307.1	42.0	272.6	40.4
<b>Total</b>	<b>730.6</b>	<b>100.0</b>	<b>675.2</b>	<b>100.0</b>

## Capital funding

In 2010 the University received \$15.5m (\$12.9m in 2009) as Federal Government capital roll-in funding and allocated \$16.5m (\$15.1m in 2009) from fee-paying student income for capital purposes. Federal Government capital development pool funding increased to \$3.7m in 2010 compared to the \$3.3m received in 2009. The University was also successful in its Round 3 bid to the Commonwealth Education Investment Fund for \$21m for the Sir Samuel Griffith Centre to be built on the Nathan campus in 2011. \$2.3m of this funding was received in 2010 with the balance to come over the next two years. The University also received an allocation of \$6.7m in Commonwealth funding for increased clinical training capacity. Last year a major capital contribution was an allocation of \$19.3m from the Teaching and Learning Capital Fund.

During 2010 a total of \$63.3m (\$73m in 2009) 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

With cash levels having built up over the last few years the University is currently reviewing its options for investing part of the portfolio in longer term investment instruments. Having come out of the global financial crisis relatively unscathed due care will be taken to ensure our funds are invested to maximise returns within our risk profile and comply with legislative requirements.

Funds available for investment during 2010 varied based on operating, investing and financing activities but by year end the net cash and cash equivalents had increased by \$87.5m, from \$265.3m in 2009 to \$352.8m at the end of 2010. Net investment income from funds invested increased by \$4.4m from \$12.8m in 2009 to \$17.2m in 2010.

## New developments

The University has embarked on the upgrade of its Finance System from Peoplesoft version 8.4 to version 9.1 with a planned implementation in July 2011. The upgrade will provide enhanced functionality and the opportunity to re-engineer existing business processes and replace in-house developed modifications with delivered functionality where possible.

One of the initiatives announced in the 2009–10 Federal budget as part of the *Transforming Australia's Higher Education System* was the establishment of a new relationship between the Australian Government and each university through the introduction of mission-based compacts. The mission-based compacts will be a three-year agreement that show how each university's mission contributes to the Governments goals for higher education, and include details of major higher education and research funding and performance targets. Officials from the Department of Education, Employment and Workplace Relations (DEEWR) and the Department of Innovation, Industry, Science and Research (DIISR) will be meeting with universities early in 2011 to agree the first mission-based compacts for the next three years.

## Future directions

The University continues to prepare for the change in the competitive environment for domestic students that will be implemented from 2012. With funding no longer based on any Commonwealth government quota or cap on the number of undergraduate places the current safety net for universities will be removed and this revenue will be determined by student demand. This means universities will only be funded for the students who actually enrol. The implications of funding being linked to student choice and the targeted increase in student participation will require a more responsive and flexible approach by the University in dealing with domestic student demand.

In October 2010 the panel and terms of reference for the Higher Education Base Funding Review were announced. The review will consider a range of higher education funding issues to report on the funding levels required for Australia to remain internationally competitive and the appropriate level of public and private contribution to this cost. Implications for the University will depend on which recommendations are accepted and implemented at the end of the process.

The challenge for the University remains being able to balance the institutional factors favouring domestic enrolment growth (need for revenue, easy source by increasing numbers, constrained growth in international students, strategic positioning) with the institutional factors limiting domestic growth (no increase in base funding per student, no undergraduate fees, caps on HECS, capacity constraints, quality/reputational issues). Increased competition for domestic students could also arise if the market is opened to other providers, other than universities.

The risks to our international student market remain with aggressive marketing by our international competitors, negative experiences by students, visa changes and the strength of the currency likely to impact recruitment of international students into the future.

As a result of ongoing external factors impacting both our domestic and international student revenue base and the need to balance increased revenue with capacity, quality and reputation, the University will continue to focus on achieving its strategic objectives while maintaining a sound financial position. In formulating the 2012–2014 University Budget the current budget methodology will again be reviewed to ensure it takes into consideration any domestic funding changes and impacts of international student markets to ensure we meet the aspirations set out in *Griffith 2015: implementing the vision*.

# Financial statements for the year ended 31 December 2010

## Contents

Certificate of Griffith University

Statement of Comprehensive Income

Statement of Financial Position

Statement of Changes in Equity

Statement of Cash Flows

## Notes to the Financial Statements

1. Summary of significant accounting policies
2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programs
3. State and Local Government financial assistance
4. Fees and charges
5. Investment income
6. Consultancy and contracts
7. Other revenue
8. Employee related expenses
9. Depreciation and amortisation
10. Repairs and maintenance
11. Impairment of assets
12. Other expenses
13. Cash and cash equivalents
14. Receivables
15. Other financial assets
16. Property, plant and equipment
17. Intangible assets
18. Premium on leased property
19. Other non-financial assets
20. Investments accounted for using the equity method
21. Trade and other payables
22. Borrowings
23. Provisions
24. Other liabilities
25. Reserves and retained surplus
26. Financial risk management
27. Key management personnel disclosures
28. Remuneration of auditors
29. Reportable losses
30. Prescribed special payments
31. Contingencies
32. Commitments
33. Superannuation commitments
34. Subsidiaries
35. Events occurring after the end of the reporting period
36. Reconciliation of operating result after income tax to net cash flows from operating activities
37. Expenditure on external consultants
38. Private Provision of Public Infrastructure (PPPI) Arrangements
39. Acquittal of Australian Government financial assistance

Auditor's Report

**GRIFFITH UNIVERSITY CERTIFICATE**

We have prepared the annual financial statements pursuant to the provisions of the *Financial Accountability Act 2009* and other prescribed requirements and we certify that -

- (a) the financial statements are in agreement with the accounts and records of Griffith University;  
and
- (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 have been drawn up to present a true and fair view of the transactions of Griffith University for the period 1 January 2010 to 31 December 2010, and of the financial position as at 31 December 2010 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Department of Education, Employment and Workplace Relations;
  - (iii) at the time of this Certificate 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 for the purposes for which it was provided; and
  - (v) the requirements of applicable legislation, contracts, agreements and Program guidelines that apply to the Australian government financial assistance identified in these financial statements have been complied with.

L FORDE AC  
Chancellor

I O'CONNOR  
Vice Chancellor and President

R V SRINIVASAN  
Director  
Planning and Financial Services

28 February 2011

**Statement of Comprehensive Income  
for the year ended 31 December 2010**

	Notes	2010 \$'000	2009 \$'000
<b>Revenue from continuing operations</b>			
Australian Government financial assistance			
- Australian Government grants	2	276,117	261,621
- HECS-HELP – Australian Government payments	2	112,993	102,574
- FEE-HELP	2	21,120	18,458
State and local Government financial assistance	3	13,293	20,007
HECS-HELP – Student Payments		15,072	14,517
Fees and charges	4	202,308	180,969
Investment revenue	5	16,372	10,708
Royalties, trademarks and licences		965	574
Consultancy and contracts	6	31,404	27,784
Other revenue	7	39,906	36,133
<b>Total revenue from continuing operations</b>		<u>729,550</u>	<u>673,344</u>
Gains on disposal of assets		93	81
Investments accounted for using the equity method	20	75	(388)
Other Investment income	5	842	2,149
<b>Total revenue and income from continuing operations</b>		<u>730,560</u>	<u>675,186</u>
<b>Expenses from continuing operations</b>			
Employee related expenses	8	384,033	352,864
Depreciation and amortisation	9	25,041	32,031
Repairs and maintenance	10	9,934	11,496
Borrowing costs		6,610	7,074
Impairment of assets	11	622	279
Losses on disposal of assets		667	474
Other expenses	12	193,840	176,578
<b>Total expenses from continuing operations</b>		<u>620,747</u>	<u>580,796</u>
<b>Operating result before tax</b>		<b>109,813</b>	<b>94,390</b>
Tax expense		7	(5)
<b>Operating result from continuing operations</b>		<u>109,806</u>	<u>94,395</u>
<b>Operating result after tax for the year</b>		<b>109,806</b>	<b>94,395</b>
Gain on revaluation of property, plant and equipment	16	40,548	260,372
<b>Total Comprehensive Income</b>		<u>150,354</u>	<u>354,767</u>

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

# Financial statements for the year ended 31 December 2010

## Statement of Financial Position as at 31 December 2010

	Notes	2010 \$'000	2009 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	13	352,859	265,278
Receivables	14	26,132	39,900
Inventories		1,379	1,415
Other financial assets	15	772	820
Other non-financial assets	19	8,311	7,009
<b>Total current assets</b>		<b>389,453</b>	<b>314,423</b>
<b>Non-current assets</b>			
Other financial assets	15	843	915
Property, plant and equipment	16	1,551,232	1,472,602
Intangible assets	17	9,252	10,354
Premium on leased property	18	6,784	6,852
Investments accounted for using the equity method	20	232	7
<b>Total non-current assets</b>		<b>1,568,343</b>	<b>1,490,730</b>
<b>Total assets</b>		<b>1,957,796</b>	<b>1,805,152</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	21	20,779	16,072
Borrowings	22	12,286	15,045
Provisions	23	62,771	58,664
Other liabilities	24	42,180	35,270
<b>Total current liabilities</b>		<b>138,017</b>	<b>125,051</b>
<b>Non-current liabilities</b>			
Trade and other payables	21	-	286
Borrowings	22	74,383	85,517
Provisions	23	11,033	10,291
<b>Total non-current liabilities</b>		<b>85,416</b>	<b>96,094</b>
<b>Total liabilities</b>		<b>223,433</b>	<b>221,145</b>
<b>Net assets</b>		<b>1,734,364</b>	<b>1,584,007</b>
<b>EQUITY</b>			
Parent entity interest			
Reserves	25	948,327	907,779
Retained surplus	25	786,037	676,228
<b>Total equity</b>		<b>1,734,364</b>	<b>1,584,007</b>

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

**Statement of Changes in Equity  
For the Year Ended 31 December 2010**

	Reserves	Retained Earnings	Total
<b>Balance at 1 January 2009</b>	<b>647,404</b>	<b>581,836</b>	<b>1,229,240</b>
Profit or loss		94,392	94,392
Revaluation of property, plant and equipment	260,375		260,375
<b>Balance as at 31 December 2009</b>	<b>907,779</b>	<b>676,228</b>	<b>1,584,007</b>
<b>Balance at 1 January 2010</b>	<b>907,779</b>	<b>676,228</b>	<b>1,584,007</b>
Profit or loss		109,809	109,809
Revaluation of property, plant and equipment	40,548		40,548
<b>Balance as at 31 December 2010</b>	<b>948,327</b>	<b>786,037</b>	<b>1,734,364</b>

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

# Financial statements for the year ended 31 December 2010

## Statement of Cash Flows for the year ended 31 December 2010

	Notes	2010 \$000	2009 \$000
<b>Cash flows from operating activities</b>			
Australian Government grants received	2(i)	432,114	372,965
OS Help (Net)	2(i)	(195)	51
State and Local Government grants received		9,972	14,194
HECS-HELP – student payments		15,088	14,400
Receipts from student fees and other customers		285,166	260,675
Dividends received		152	1,175
Investment Income and Interest received		17,125	11,347
GST recovered/paid		6,351	8,144
Payments to suppliers and employees (inclusive of GST)		(598,251)	(551,691)
Interest and other costs of finance		(6,258)	(7,073)
Income taxes paid		(7)	5
<b>Net cash provided by/(used in) operating activities</b>	36	<b>161,257</b>	<b>124,192</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment		955	711
Payments for property, plant and equipment and intangible assets		(63,321)	(73,038)
Proceeds from/(repayment of) bonds and deposits		408	(884)
Payments for financial assets		(11)	(283)
<b>Net cash provided by/(used in) investing activities</b>		<b>(61,969)</b>	<b>(73,493)</b>
<b>Cash flows from financing activities</b>			
Proceeds from borrowings		3,029	8,300
Repayment of borrowings		(14,692)	(14,060)
<b>Griffith University</b>			
<b>Net cash provided by/(used in) financing activities</b>		<b>(11,663)</b>	<b>(5,760)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>87,625</b>	<b>44,939</b>
Cash and cash equivalents at the beginning of the financial year		265,278	220,299
Effects of exchange rate changes on cash and cash equivalents		(44)	40
<b>Cash and cash equivalents at the end of the financial year</b>	13	<b>352,859</b>	<b>265,278</b>

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

**Notes to the financial statements  
for the year ended 31 December 2010**

**1. Summary of significant accounting policies**

Griffith University is constituted under the *Griffith University Act 1998* and is a statutory body within the meaning given in the *Financial Accountability Act 2009*. The principle address of Griffith University is 170 Kessels Road, Nathan, Qld 4111.

The principle accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied for all years reported unless otherwise stated.

**(a) Basis of preparation**

The financial report is a general purpose financial report, which has been prepared on an accrual basis in accordance with Australian Accounting Standards, AASB Interpretations, the requirements of the Department of Education, Employment and Workplace Relations, and appropriate Australian and State Government legislative requirements.

*Date of authorisation for issue.*

The financial report was authorised for issue by the Chancellor on behalf of the Council, on 25<sup>th</sup> February 2011. Griffith University has the power to amend and reissue the financial report.

*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 requirements.

*Historical cost convention*

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets and liabilities at fair value through profit and loss, and certain classes of property, plant and equipment.

*Critical accounting estimates*

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

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

**(b) Basis of consolidation**

**(i) Subsidiaries**

Subsidiaries are all those entities over which the University has the power to govern the financial and operational policies, generally accompanying a shareholding of more than one-half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the University controls another entity.

The financial statements incorporate the assets and liabilities of all subsidiaries of Griffith University as at 31 December 2010 and the results of all subsidiaries for the year then ended. As the combined values of transactions and balances of all controlled entities are not material to the operations of the University, consolidated financial reporting has not been presented for the parent entity, in the current or prior year.

Entities controlled by Griffith University during 2010, and forming part of the Griffith University Economic Reporting Entity are as follows:

- Gold Coast Innovation Centre Ltd

Subsidiaries are fully consolidated from the date on which control is transferred to the University. They are de-consolidated from the date that control ceases.

The acquisition method of accounting is used to account for the acquisition of subsidiaries by the University.

Intercompany transactions, balances and unrealized gains on transactions between Group companies are eliminated.

# Financial statements for the year ended 31 December 2010

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.

## (ii) 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 accounted for in the financial statements using the equity method of accounting.

The University's share of its associates' post-acquisition profits or losses is recognised in the income statement, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised in the income statement, while in the consolidated financial statements they reduce the carrying amount of the investment.

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. Details relating to the associates are set out in note 20.

## (iii) Joint ventures entities

The interest in a joint venture entity is accounted for in the financial statements using the equity method. Under the equity method, the share of the profit or losses in the entity is recognised in the Statement of Comprehensive Income, and the share of movements in reserves is recognised in reserves in the Statement of Financial Position. Details relating to the joint venture entities are set out in note 20.

## (c) 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.

## (d) 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.

### *Government grants*

The University treats grants received from Australian Government entities as income in the year of receipt. Grants from the government are recognised at their fair value where the University obtains control of the right to receive the grant, it is probable that economic benefits will flow to the University and it can be reliably measured.

### *Student fees and charges*

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate 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.

### *Human resources*

Contract revenue is recognised in accordance with the percentage of completion method. The stage of completion is measured by reference to labour hours incurred to date as a percentage of estimated total labour hours for each contract.

Other human resources revenue is recognised when the service is provided.

## (e) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

## (f) Receivables

Trade receivables are recognised at fair value less provision for impairment. Trade receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment of receivables is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 90 days overdue) are considered indicators that the trade receivable is impaired. The amount of the provision is recognised in the statement of comprehensive income.

#### **(g) Investments and other financial assets**

##### *Classification*

The University has classified its investments as financial assets at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the statement of comprehensive income. 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.

##### *Subsequent measurement*

Financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are included in the statement of comprehensive income within other income or other expenses in the period in which they arise.

##### *Fair value*

The fair values of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the University establishes fair value by using valuation techniques or at cost if valuation is not appropriate. When valuation is used this includes reference to the fair values of recent arm's length transactions involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

##### *Impairment*

The University assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

#### **(h) 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 assets 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 useful life of the asset as opposed to expenditure which maintains the useful life of the asset.

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

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

##### **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 comprehensive 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, while desktop valuations are performed on land, buildings and infrastructure by independent valuers.

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

# Financial statements for the year ended 31 December 2010

## *Buildings and infrastructure*

With effect from 1 July 2009, building and infrastructure assets underwent a comprehensive revaluation by Alfio Ponticello, B.Business (RPVA) and David Edgerton, 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. The gross current values have been derived from reference to costing guides issued by the Australian Institute of Quantity Surveyors, Rawlinson's (Austalian Construction Handbook) and the Valuers own internal market research and costings. 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 Surplus is reported as part of Note 25 Reserves and retained surpluses.

## *Library collection*

Books contained in the Heritage Library Collection were comprehensively revalued in 2009 by Louise Campbell, a registered valuer under the Cultural Gifts Program of the Australian Government.

## *Land*

With effect from 1 July 2009, land underwent a comprehensive revaluation 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 Surplus is reported as part of Note 25 Reserves and retained surpluses.

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

All artworks contained in the collection were reviewed during 2009 by independent specialist, Peter R Wright of Wright Fine Art Pty Ltd, and where applicable, the replacement value of the collection was adjusted, with corresponding entry made to the Asset Revaluation Surplus.

## **Repairs and maintenance**

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

## **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 Statement of Comprehensive Income for the amount by which the asset's carrying amount exceeds its recoverable amount, unless the asset is measured at a revalued amount. Impairment losses on assets previously revalued are off-set against the Asset Revaluation Surplus to the extent available.

## **Depreciation**

Land and art collections are not depreciated. Items of property, plant and equipment, other than buildings and infrastructure, 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. Buildings and infrastructure assets are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets by application of a Consumption Based Depreciation method. Depreciation is determined by identifying the factors that drive the consumption of the asset's service potential, assessing the current level of service remaining in the asset (fair value) and applying an appropriate pattern of consumption to depreciate the asset over its remaining useful life.

For each class of depreciable asset the following useful lives are used for depreciation calculation purposes:

- Buildings and infrastructure - up to 100 years, based on periodic assessments of condition
- Vehicles - 2.5 to 7 years
- General property, plant and equipment - up to 10 years

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

All other property, plant and equipment, except as stated above, is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the asset.

### **Derecognition of property, plant and equipment**

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

Gains and losses on disposal are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in the statement of comprehensive income. When revalued assets are disposed, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

### **(i) Intangible assets**

#### **Research and development**

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

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

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

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

### **(j) 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 owed by the University are unsecured and are normally paid within 30 days of recognition.

### **(k) Borrowings**

In accordance with the Smart State initiative and the Innovation Building Fund, the University has received interest free borrowings. Borrowings are initially recognised at fair value, net of transaction costs incurred. In relation to the Smart State and Innovation Building Fund loans, the difference between the fair value of borrowings and the proceeds received (fair value gain on borrowings) is recorded in the Statement of Comprehensive Income 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 Statement of Comprehensive Income 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 Statement of Comprehensive Income will, over time, exactly offset the accumulated fair value gain on borrowings.

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.

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

#### **(l) Borrowing costs**

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.

# Financial statements for the year ended 31 December 2010

## (m) Employee benefits

### *Wages and salaries*

Liabilities for wages and salaries, including non-monetary benefits, expected to be settled within 12 months of the reporting date are recognised in trade and other payables in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates paid or payable.

### *Annual leave and sick leave*

The liability for long-term employee benefits such as annual leave and accumulating sick leave is recognised in current provisions for employee benefits. It is measured at the amount expected to be paid when the liability is settled. Regardless of the expected timing of settlements, provisions made in respect of employee benefits are classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, in which case it would be classified as a non-current liability.

### *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.

### *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 2010.

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 2011. The calculation is based on entitlements as at 31 December 2010.

### *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.

## (n) 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 Statement of Comprehensive Income.

## (o) Inventories

Inventories are 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.

## (p) 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 Statement of Comprehensive Income on a straight-line basis over the period of the lease.

### *Lease premium*

The University is leasing land and buildings under a long-term lease arrangement (expiring in 2110). The initial lease premium has been apportioned over land and buildings, in proportion to their fair value at inception of the lease. The lease premium is being amortised over the period of the lease.

#### **(q) Presentation**

Amounts in the financial report are presented in Australian dollars and 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 Statement of Comprehensive Income and Statement of Financial Position.

#### **(r) 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 GST is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables are recorded at the GST inclusive amount. The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included with other receivables or payables in the Statement of Financial Position.

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

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

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.

#### **(s) 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.

#### **(t) Provisions**

Provisions for legal claims and service warranties are recognised when the University has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value reflects current market assessment of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a finance cost.

#### **(u) New Accounting Standards and Interpretations**

Certain new Accounting Standards and Interpretations have been published that are not mandatory for the 31 December 2010 reporting period. The University has assessed their application to the 2011 financial report and has determined that they do not have a material impact.

The applicable Australian Accounting Standards are:

AASB 9 Financial Instruments, AASB 124 Related Party Disclosures(revised), AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9, AASB 2009-12 Amendments to Australian Accounting Standards, AASB 2009-14 Amendments to Australian Interpretation – Prepayments of a Minimum Funding Requirement, AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements, AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project, AASB 2010-5 Amendments to Australian Accounting Standards, AASB 2010-6 Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets.

# Financial statements for the year ended 31 December 2010

	Notes	2010 \$'000	2009 \$'000
<b>2. Australian Government financial assistance including HECS-HELP and FEE-HELP</b>			
<b>(a) Commonwealth Grant Scheme and other grants</b>			
Commonwealth Grants Scheme		192,473	167,167
Indigenous Support Fund		1,906	1,624
Partnership and Participation Program		2,009	332
Disability Support Program		34	183
Workplace Reform Program		-	2,094
Workplace Productivity Program		790	590
Learning and Teaching Performance Fund		-	1,248
Capital Development Pool		3,719	3,267
Improving the Practical Component of Teacher Education Initiative		-	934
Transitional Cost Program		498	1,554
Total Commonwealth Grants Scheme and other grants	39.1	<u>201,429</u>	<u>178,992</u>
<b>(b) Higher Education loan programs</b>			
HECS-HELP		112,993	102,574
FEE-HELP		21,120	18,458
Total Higher Education loan programs	39.2	<u>134,113</u>	<u>121,032</u>
<b>(c) Scholarships</b>			
Australian Postgraduate Awards		3,619	2,740
International Postgraduate Research Scholarships		403	407
Commonwealth Education Cost Scholarships		1,518	1,974
Commonwealth Accommodation Scholarships		1,909	2,614
Indigenous Access Scholarships		169	367
Indigenous Staff Scholarships		-	35
Total Scholarships	39.3	<u>7,618</u>	<u>8,138</u>
<b>(d) DIISR – Research</b>			
Joint Research Engagement Program		6,587	5,976
Research Training Scheme		12,963	13,046
Research Infrastructure Block Grants		2,818	2,672
Implementation Assistance Program		73	144
Australian Scheme for Higher Education Repositories		-	248
Commercialisation Training Scheme		122	119
Sustainable Research Excellence in Universities		1,192	-
Total DIISR – Research grants	39.4	<u>23,755</u>	<u>22,205</u>
<b>(e) Voluntary student unionism</b>			
VSU Transition Fund		-	-
Total Voluntary student unionism	39.5	<u>-</u>	<u>-</u>
<b>(f) Other capital funding</b>			
Teaching and Learning Capital Fund		-	19,258
Education Investment Fund		2,300	-
Total Other capital funding	39.6	<u>2,300</u>	<u>19,258</u>

	Notes	2010 \$'000	2009 \$'000
<b>(g) Australian Research Council</b>			
<b>(i) Discovery</b>			
Projects		6,996	5,901
Fellowships		-	168
Future Fellowships		1,383	670
Total Discovery	39.7(a)	<u>8,379</u>	<u>6,739</u>
<b>(ii) Linkages</b>			
Special Research Initiatives		2,124	2,081
Infrastructure		-	350
International		26	69
Projects		3,614	3,304
Total Linkages	39.7(b)	<u>5,764</u>	<u>5,804</u>
<b>(iii) Networks and Centres</b>			
Research Networks		-	165
Total Networks and Centres	39.7(c)	<u>-</u>	<u>165</u>
<b>Total ARC</b>		<u>14,143</u>	<u>12,709</u>
<b>(h) Other Australian Government financial assistance</b>			
Department of Climate Change		5,065	1,988
Department of Health and Aged Care		10,916	5,480
Department of Environment, Water, Heritage and Arts		1,762	1,059
National Health and Medical Research Council		4,154	3,926
Land and Water Australia		-	2,278
Cape York Institute funding		920	1,267
Other		4,055	4,320
Total other Australian Government financial assistance		<u>26,872</u>	<u>20,318</u>
<b>Reconciliation</b>			
Australian Government grants		276,117	261,621
HECS-HELP – Australian Government payments		112,993	102,574
Other Australian Government loan programmes – FEE-HELP		21,120	18,458
<b>Total Australian Government financial assistance</b>		<u>410,230</u>	<u>382,653</u>

# Financial statements for the year ended 31 December 2010

	Notes	2010 \$'000	2009 \$'000
<b>(i) Australian Government grants received – cash basis</b>			
CGS and other DEEWR grants	39.1	209,810	174,273
Higher Education loan programmes	39.2	149,368	115,158
Scholarships	39.3	6,224	9,090
DIISR research	39.4	23,755	22,205
VSU Transition Fund	39.5	-	-
Teaching and Learning Capital Fund	39.6	-	19,258
Education Investment Fund	39.6	2,300	-
ARC grants – Discovery	39.7(a)	8,379	6,739
ARC grants – Linkages	39.7(b)	5,764	5,804
ARC grants – Networks and Centres	39.7(c)	-	165
Other Australian Government grants		26,514	20,273
<b>Total Australian Government grants received – cash basis</b>		<b>432,114</b>	<b>372,965</b>
OS-Help (Net)	39.8	(195)	51
<b>Total Australian Government funding received – cash basis</b>		<b>431,919</b>	<b>373,016</b>
<b>3. State and Local Government financial assistance</b>			
Operating financial assistance		2,124	2,829
Capital financial assistance		2,582	8,344
Research funds		8,587	8,834
<b>Total State and Local Government financial assistance</b>		<b>13,293</b>	<b>20,007</b>
<b>4. Fees and charges</b>			
<b>Course fees and charges</b>			
Fee-paying overseas students		150,320	135,848
Continuing education		10,784	9,923
Fee-paying domestic postgraduate students		3,505	2,031
Fee-paying domestic undergraduate students		6,377	6,837
Fee-paying domestic non-award students		1,052	990
Other domestic course fees and charges		10,651	7,616
<b>Total course fees and charges</b>		<b>182,689</b>	<b>163,244</b>
<b>Other non-course fees and charges</b>			
Community services fees		2,660	2,549
Conferences and seminars		2,308	1,275
Library fees and fines		443	530
Parking fees and fines		3,376	3,059
Enrolment/reinstatement fees		1,350	1,386
Student accommodation		5,242	4,650
Other fees and charges		4,240	4,276
<b>Total other non-course fees and charges</b>		<b>19,619</b>	<b>17,725</b>
<b>Total fees and charges</b>		<b>202,308</b>	<b>180,969</b>

	2010 \$'000	2009 \$'000
<b>5. Investment revenue and income</b>		
Dividends	152	1,175
Interest	16,220	9,533
<b>Total investment revenue</b>	<u>16,372</u>	<u>10,708</u>
Changes in fair value of financial assets designated as at fair value through profit and loss	<u>842</u>	<u>2,149</u>
<b>Total other investment income</b>	<u>842</u>	<u>2,149</u>
<b>Net investment income</b>	<u>17,214</u>	<u>12,857</u>
<b>6. Consultancy and contracts</b>		
Consultancy	11,793	10,413
Contract research	19,610	17,371
<b>Total consultancy and contracts</b>	<u>31,404</u>	<u>27,784</u>
<b>7. Other revenue</b>		
Donations and bequests	3,480	3,797
Scholarships and prizes	5,462	5,643
Non-government grants	1,587	878
Sale of goods	13,500	12,209
Commercial rent	2,124	1,859
Recovery of expenditure	7,587	5,829
Contributions/sponsorships	1,744	1,881
Performances and exhibitions	621	634
Other revenue	3,801	3,403
<b>Total other revenue</b>	<u>39,906</u>	<u>36,133</u>
<b>8. Employee related expenses</b>		
<b>Academic</b>		
Salaries	150,171	135,228
Contributions to funded superannuation and pension schemes	22,429	20,506
Payroll tax	9,778	9,009
Workers' compensation	201	406
Long service leave expense	3,339	5,312
Recreation leave	11,028	9,832
<b>Total academic</b>	<u>196,946</u>	<u>180,293</u>
<b>Non-academic</b>		
Salaries	143,944	131,396
Contributions to funded superannuation and pension schemes	21,856	19,916
Payroll tax	7,439	6,676
Workers' compensation	199	91
Long service leave expense	3,172	5,084
Recreation leave	10,476	9,409
<b>Total non-academic</b>	<u>187,087</u>	<u>172,572</u>
<b>Total employee related expenses</b>	<u>384,033</u>	<u>352,864</u>

# Financial statements for the year ended 31 December 2010

	Notes	2010	2009
		\$'000	\$'000
<b>9. Depreciation and amortisation</b>			
<b>Depreciation</b>			
Depreciation furniture		14	17
Depreciation motor vehicles		594	783
Depreciation computing		338	549
Depreciation general plant and equipment		1,120	1,124
Depreciation office and communication equipment		1,397	1,311
Depreciation laboratory/technical/scientific equipment		5,650	5,336
Depreciation infrastructure		2,020	2,120
Depreciation buildings		7,728	14,505
Depreciation network/server equipment		2,646	2,758
<b>Total depreciation</b>		<b>21,507</b>	<b>28,503</b>
<b>Amortisation</b>			
Lease premium		68	68
Amortisation intangible assets		3,466	3,460
<b>Total amortisation</b>		<b>3,534</b>	<b>3,528</b>
<b>Total depreciation and amortisation</b>		<b>25,041</b>	<b>32,031</b>
<b>10. Repairs and maintenance</b>			
Maintenance plant and equipment		5,307	4,711
Maintenance buildings and grounds		2,406	4,411
Minor works non capital		2,221	2,374
<b>Total repairs and maintenance</b>		<b>9,934</b>	<b>11,496</b>
<b>11. Impairment of assets</b>			
Bad and doubtful debts		689	179
Impairment of shares		(67)	100
<b>Total impairment of assets</b>		<b>622</b>	<b>279</b>

	Notes	2010 \$'000	2009 \$'000
<b>12. Other expenses</b>			
Scholarships, grants and prizes		40,740	33,807
Non-capitalised equipment		18,614	13,757
Advertising, marketing and promotional expenses		9,546	9,444
Audit fees, bank charges, legal costs and insurance		3,374	2,799
Laboratory consumables		7,409	6,689
Printing and stationery		5,330	5,296
Operating lease fees		3,319	2,772
Telecommunications		3,154	2,716
Travel and staff development		13,386	12,548
Inventory used		4,096	4,025
Hospitality		2,816	2,741
Consultancy	37	16,187	16,008
Utilities		8,902	9,968
Computer expenses		3,600	2,582
Safety security and cleaning		7,029	7,253
Subscriptions and reference materials		10,555	10,523
Commission expenses		9,663	10,294
Staff recruitment and benefits		7,589	7,298
Motor vehicle expenses		2,159	1,842
Net foreign exchange loss		47	(41)
Other expenses		16,325	14,257
<b>Total other expenses</b>		<b>193,840</b>	<b>176,578</b>

### 13. Cash and cash equivalents

Cash on hand		81	73
Cash at bank		9,014	6,002
Managed funds at call		343,764	259,204
<b>Total cash and cash equivalents</b>		<b>352,859</b>	<b>265,278</b>

#### (a) Reconciliation of cash at the end of the year

The above figures are reconciled to cash at the end of the year as shown in the Statement of Cash Flows as follows:

Balances as above		352,859	265,278
-------------------	--	---------	---------

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

Cash on hand is non-interest bearing, while cash at bank is subject to a floating interest rate of 4.1 % at balance date.(2009 : 3.6%).

#### (c) Managed funds at call

The funds on call are subject to a variable interest rate of approximately 5.7% at balance date.(2009 : 4.3%).

# Financial statements for the year ended 31 December 2010

	2010 \$'000	2009 \$'000
<b>14. Receivables</b>		
<b>Current</b>		
Student fees	6,046	4,467
Trade receivables	18,393	17,924
Other receivables	4,118	19,711
Staff advances	177	217
	<u>28,734</u>	<u>42,319</u>
Less provision for impaired receivables	(2,602)	(2,419)
<b>Total receivables</b>	<u>26,132</u>	<u>39,900</u>

## (a) Impaired receivables.

As at 31 December 2010 current receivables of the University with a nominal value of \$2.6m (2009: \$2.4m) were impaired and a provision for same was established. The impaired receivables mainly relate to outstanding student fees.

	2010 \$'000	2009 \$'000
The ageing of these receivables is as follows:		
3 to 6 months	201	337
Over 6 months	2,401	2,082
	<u>2,602</u>	<u>2,419</u>

As of 31 December 2010, trade receivables of \$3.6m (2009: \$6.1m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

	2010 \$'000	2009 \$'000
The ageing analysis of these receivables is as follows:		
3 to 6 months	2,057	2,476
Over 6 months	371	1,824

Movements in the provision for impaired receivables are as follows:

At 1 January	2,419	2,660
Provision for impairment recognised during the year	1,008	1,117
Receivables written off during the year as uncollectible	(218)	(370)
Unused amount reversed	(607)	(988)
	<u>2,602</u>	<u>2,419</u>

The creation and release of impaired receivables has been included in "other expenses" in the Statement of Comprehensive Income. Amounts charged to the provision account are generally written off when there is no expectation of recovering additional cash. The other amounts within receivables do not contain impaired assets and are not past due. Based on credit history, it is expected that these amounts will be received when due.

	2010 \$'000	2009 \$'000
<b>15. Other financial assets</b>		
<b>Current</b>		
<i>At fair value through profit and loss</i>		
Shares in corporations-listed	772	820
Total current financial assets	<u>772</u>	<u>820</u>
<b>Non-current</b>		
<i>At fair value through profit and loss</i>		
Unit trust investments	385	343
Shares in corporations-unlisted	573	4,282
Less provision for impairment of shares in corporations	<u>(115)</u>	<u>(3,710)</u>
Total non-current other financial assets	<u>843</u>	<u>915</u>
<b>Total other financial assets</b>	<u>1,615</u>	<u>1,735</u>

Changes in fair values of other financial assets at fair value through profit or loss are recorded as part of investment revenue in the Statement of Comprehensive Income (Note 5).

The University has endeavoured to account for shares in unlisted corporations at fair value. Management concluded that where reliable information is not available, the University would value its shareholdings in unlisted corporations at cost. Shares in listed corporations are recognised at their fair value at balance date.

Griffith University holds units in the following unit trust investments:

SciVentures Investments Pty Ltd

Griffith University holds shares in the following companies at balance date:

*Unlisted*

AARNET Pty Ltd

Antenova Limited

Aqua Diagnostic Pty Ltd

Calytrix Technologies Pty Ltd

Guardsoft Pty Ltd

IDP Education Australia Limited

Open Universities Australia Pty Ltd

QS Semi-conductor Corporation

*Listed*

NAVITAS Limited

Shareholdings in the companies listed above are less than 20%. Companies where the University's shareholdings exceed 20% are disclosed in Notes 20 and 34.

# Financial statements for the year ended 31 December 2010

## 16. 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 2009</b>							
Cost	11,164	-	-	132,067	595	765	144,591
Revaluation	-	173,215	1,033,220	-	-	121,326	1,327,761
Accumulated depreciation	-	-	(183,676)	(77,724)	-	(41,192)	(302,592)
Net book amount	11,164	173,215	849,544	54,343	595	80,899	1,169,760
<b>Year ended 31 December 2009</b>							
Opening net book amount	11,164	173,215	849,544	54,343	595	80,899	1,169,760
Revaluation surplus	-	7,525	220,579	-	67	32,201	260,372
Additions	41,023	-	12,972	15,768	58	2,255	72,075
Disposals	-	-	-	(1,104)	-	-	(1,104)
Depreciation charge	-	-	(14,505)	(11,875)	-	(2,120)	(28,500)
Closing net book amount	52,187	180,740	1,068,590	57,132	720	113,234	1,472,602
<b>At 31 December 2009</b>							
Cost	52,187	-	-	134,486	653	472	187,798
Revaluation	-	180,740	1,156,424	-	67	136,446	1,473,677
Accumulated depreciation	-	-	(87,834)	(77,354)	-	(23,684)	(188,872)
Net book amount	52,187	180,740	1,068,590	57,132	720	113,234	1,472,602
<b>Year ended 31 December 2010</b>							
Opening net book amount	52,187	180,740	1,068,590	57,132	720	113,234	1,472,602
Revaluation surplus	-	590	34,852	-	-	5,106	40,548
Additions	(22,697)	-	63,215	16,909	-	3,690	61,117
Disposals	-	-	-	(1,529)	-	-	(1,529)
Depreciation charge	-	-	(7,728)	(11,759)	-	(2,020)	(21,507)
Closing net book amount	29,490	181,330	1,158,930	60,753	720	120,010	1,551,232
<b>At 31 December 2010</b>							
Cost	29,490	-	-	142,501	720	213	172,923
Revaluation	-	181,330	1,245,970	-	-	143,913	1,571,212
Accumulated depreciation	-	-	(87,039)	(81,748)	-	(24,115)	(192,903)
Net book amount	29,490	181,330	1,158,930	60,753	720	120,010	1,551,232

## 17. Intangible assets

	Development costs	Licences	Total
<b>At 1 January 2009</b>			
Cost	19,601	3,500	23,101
Accumulated amortisation and impairment	(9,753)	(1,685)	(11,438)
Net book amount	<u>9,848</u>	<u>1,815</u>	<u>11,663</u>
<b>Year ended 31 December 2009</b>			
Opening net book amount	9,848	1,815	11,663
Additions – Internal development	1,296	-	1,296
Additions – Separately acquired	-	855	855
Disposals	-	-	-
Impairment losses	-	-	-
Amortisation charge	(2,933)	(527)	(3,460)
Closing net book amount	<u>8,211</u>	<u>2,143</u>	<u>10,354</u>
<b>At 31 December 2009</b>			
Cost	20,897	4,355	25,252
Accumulated amortisation and impairment	(12,686)	(2,212)	(14,898)
Net book amount	<u>8,211</u>	<u>2,143</u>	<u>10,354</u>
<b>Year ended 31 December 2010</b>			
Opening net book amount	8,211	2,143	10,354
Additions – Internal development	2,252	-	2,252
Additions – Separately acquired	-	112	112
Disposals	-	-	-
Impairment losses	-	-	-
Amortisation charge	(3,459)	(7)	(3,466)
Closing net book amount	<u>7,004</u>	<u>2,248</u>	<u>9,252</u>
<b>At 31 December 2010</b>			
Cost	23,149	4,467	27,616
Accumulated amortisation and impairment	(16,145)	(2,219)	(18,364)
Net book amount	<u>7,004</u>	<u>2,248</u>	<u>9,252</u>

# Financial statements for the year ended 31 December 2010

## 18. Premium on leased property

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

	Premium on leased land	Premium on leased buildings	Total
	\$'000	\$'000	\$'000
<b>At 1 January 2009</b>			
Cost	3,500	4,000	7,500
Accumulated amortisation	(271)	(309)	(580)
Net book amount	<u>3,229</u>	<u>3,691</u>	<u>6,920</u>
<b>Year ended 31 December 2009</b>			
Opening net book amount	3,229	3,691	6,920
Amortisation charge	(32)	(36)	(68)
Closing net book amount	<u>3,197</u>	<u>3,655</u>	<u>6,852</u>
<b>At 31 December 2009</b>			
Cost	3,500	4,000	7,500
Accumulated amortisation	(303)	(345)	(648)
Net book amount	<u>3,197</u>	<u>3,655</u>	<u>6,852</u>
<b>Year ended 31 December 2010</b>			
Opening net book amount	3,197	3,655	6,852
Amortisation charge	(32)	(36)	(68)
Closing net book amount	<u>3,165</u>	<u>3,619</u>	<u>6,784</u>
<b>At 31 December 2010</b>			
Cost	3,500	4,000	7,500
Accumulated amortisation	(335)	(381)	(716)
Net book amount	<u>3,165</u>	<u>3,619</u>	<u>6,784</u>

	2010	2009
	\$'000	\$'000
<b>19. Other non-financial assets</b>		
<b>Current</b>		
Prepayments	<u>8,311</u>	<u>7,009</u>
<b>Total current other non-financial assets</b>	<u>8,311</u>	<u>7,009</u>

	2010 \$'000	2009 \$'000
<b>20. Investments accounted for using the equity method</b>		
Investments in jointly controlled entities	<u>232</u>	<u>7</u>

Name of entity	Description	Ownership Interest %	
		2010	2009

**Jointly controlled entities**

International WaterCentre Pty Ltd	Research	50%	50%
-----------------------------------	----------	-----	-----

International WaterCentre Pty Ltd is a \$2 trust fund company established to conduct the activities, including executing contracts on behalf of the International WaterCentre Joint Venture and to hold intellectual property generated through the activities on trust for the Members. International WaterCentre Pty Ltd control Healthy Waterways Ltd which is a company limited by guarantee that provides services to improve management of catchments and the health of waterways in Southeast Queensland.

International WaterCentre	Research	25%	25%
---------------------------	----------	-----	-----

The University has a 25% equity interest in International WaterCentre (IWC) Joint Venture. The IWC is an initiative entered into with University of Queensland, Monash University and the University of Western Australia to provide organisations, communities and individuals with access to the highest quality services relating to integrated understanding, protection and management and use of the world's water resources, waterways and catchments.

Summarised financial information in respect of the jointly controlled entities is set out below:

	2010 \$'000	2009 \$'000
<b>Financial Position</b>		
Current assets	2,630	1,259
Non-current assets	168	205
Total assets	<u>2,798</u>	<u>1,464</u>
Current liabilities	1,852	1,435
Non-current liabilities	16	-
Total liabilities	<u>1,868</u>	<u>1,435</u>
<b>Net assets</b>	<u>930</u>	<u>29</u>
<b>Share of joint controlled entities' net assets</b>	<u>232</u>	<u>7</u>
<b>Financial Performance</b>		
Income	3197	675
Expenses	2897	2,229
<b>Profit/(loss)</b>	<u>300</u>	<u>(1,554)</u>
<b>Share of jointly controlled entities' profit/(loss)</b>	<u>75</u>	<u>(388)</u>

# Financial statements for the year ended 31 December 2010

	2010 \$'000	2009 \$'000
<b>21. Trade and other payables</b>		
<b>Current</b>		
Trade payables	8,701	4,756
Accrued expenditure	3,424	3,673
OS-Help liability to Australian Government	(73)	1,510
Funds held on behalf of other bodies	968	677
Payroll accruals	7,759	5,456
Total trade and other payables	<u>20,779</u>	<u>16,072</u>
<b>Non-current</b>		
Accrued expenditure	-	286
Total non-current payables	<u>-</u>	<u>286</u>
<b>Total payables</b>	<u>20,779</u>	<u>16,358</u>
<b>22. Borrowings</b>		
<b>Current</b>		
Unsecured		
QTC loans	12,256	15,015
Other	30	30
Total current unsecured borrowings	<u>12,286</u>	<u>15,045</u>
Total current borrowings	<u>12,286</u>	<u>15,045</u>
<b>Non-current</b>		
Unsecured		
QTC loans	70,382	81,702
Other loans	4,001	3,815
Total non-current unsecured borrowings	<u>74,383</u>	<u>85,517</u>
Total non-current borrowings	<u>74,383</u>	<u>85,517</u>
<b>Total borrowings</b>	<u>86,669</u>	<u>100,562</u>

For detailed information on the University borrowings see Note: 26 Financial Risk Management (c) Liquidity Risk. There is no exposure to interest rate changes as all loans are on a fixed interest rate.

	2010 \$'000	2009 \$'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>

	2010 \$'000	2009 \$'000
<b>23. Provisions</b>		
<b>Current provisions expected to be settled within 12 months</b>		
Long service leave	3,419	3,055
Recreation leave	15,286	14,126
Severance pay	223	1,440
Subtotal	<u>18,928</u>	<u>18,621</u>
<b>Current provisions expected to be settled after more than 12 months</b>		
Long service leave	31,376	30,274
Recreation leave	12,467	9,767
Subtotal	<u>43,843</u>	<u>40,041</u>
<b>Total current provisions</b>	<u>62,771</u>	<u>58,664</u>
<b>Non-current</b>		
Long service leave	11,033	10,291
Total non-current provisions	<u>11,033</u>	<u>10,291</u>
<b>Total provisions</b>	<u>73,804</u>	<u>68,954</u>
<b>24. Other liabilities</b>		
<b>Current</b>		
Unearned revenue	27,142	25,364
Unclaimed receipts	397	200
Accrued liabilities	73	1,012
Unspent financial assistance	14,568	8,694
Total current liabilities	<u>42,180</u>	<u>35,270</u>
<b>Total other liabilities</b>	<u>42,180</u>	<u>35,270</u>

# Financial statements for the year ended 31 December 2010

	2010 \$'000	2009 \$'000
<b>25. Reserves and retained surplus</b>		
<b>(a) Reserves</b>		
Asset revaluation reserve	935,565	895,017
General reserve	12,762	12,762
<b>Total reserves</b>	<u>948,327</u>	<u>907,779</u>
<b>Reserve movements:</b>		
<b>General reserve</b>		
General reserve balance 1 January 2010	12,762	12,759
Transfers from accumulated funds	-	3
Transfers to accumulated funds	-	-
<b>Balance 31 December 2010</b>	<u>12,762</u>	<u>12,762</u>
<b>Asset revaluation reserve</b>		
Asset revaluation reserve balance 1 January 2010	895,017	634,645
Revaluation of land	590	7,526
Revaluation of buildings	34,853	220,579
Revaluation of infrastructure and other plant and equipment	5,000	32,256
Revaluation of artwork	105	11
<b>Balance 31 December 2010</b>	<u>935,565</u>	<u>895,017</u>
<b>(b) Retained surplus</b>		
Retained surplus as at 1 January 2010	676,228	581,726
Operating result for the year	109,809	94,395
<b>Retained surplus at 31 December 2010</b>	<u>786,037</u>	<u>676,121</u>
Net transfer from general reserve	-	(3)
Minority Interest	-	110
<b>Retained surplus at 31 December 2010</b>	<u>786,037</u>	<u>676,228</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.

## 26. Financial risk management

The University's activities expose it to a variety of financial risks including market risk, credit risk and liquidity risk. These risks are managed by the University as described below. The University's financial instruments consist mainly of deposits with banks and cash funds, equity instruments, accounts receivable and payable, and borrowings.

### (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 three bank accounts in foreign currency, one in Hong Kong dollars (2010: \$63,419 AUD), one in Japanese Yen (2010: \$53,210 AUD) and one in United States dollars (2010: \$5,802 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 15% (2009: 15%) to outline this sensitivity.

#### (ii) Price risk

University exposure to price lies in investments in QIC and the shareholding in NAVITAS Limited. 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 1982 (Qld)*.

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

Outlined in the table below is the University sensitivity analysis to price risk. The University has chosen a fluctuation of 10% (2009: 10%) to outline this sensitivity. The decision not to change the sensitivity relates to the University's management study of current market data.

#### (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 3% (2009: 3%) to outline this sensitivity.

# Financial statements for the year ended 31 December 2010

## 26. Financial risk management (continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk				
		-3%		+3%		-15%		+15%		-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	
<b>31 December 2010</b>														
<b>Financial assets</b>														
Cash and cash equivalents	352,859	(10,241)	10,241	10,241	18	18	(18)	(18)	(18)	(1,078)	1,078	(1,078)	1,078	1,078
Other financial assets	1,615	-	-	-	-	-	-	-	-	(77)	77	(77)	77	77
Trade and other receivables	26,132	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Financial liabilities</b>														
Trade and other payables	20,779	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	86,669	2,479	(2,479)	(2,479)	-	-	-	-	-	-	-	-	-	-
Other liabilities	15,038	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase/(decrease)</b>		<b>(7,762)</b>	<b>(7,762)</b>	<b>7,762</b>	<b>18</b>	<b>18</b>	<b>(18)</b>	<b>(18)</b>	<b>(18)</b>	<b>(1,155)</b>	<b>1,155</b>	<b>(1,155)</b>	<b>1,155</b>	<b>1,155</b>

26. Financial risk management (continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk				
		-3%		+3%		-15%		+15%		-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	
<b>31 December 2009</b>														
<b>Financial assets</b>														
Cash and cash equivalents	265,278	(7,654)	7654	7654	21	21	(21)	(21)	(21)	(994)	(994)	(994)	994	994
Other financial assets	1,735	-	-	-	-	-	-	-	-	(82)	(82)	(82)	82	82
Trade and other receivables	39,900	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Financial liabilities</b>														
Trade and other payables	22,561	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	100,562	2,825	(2,825)	(2,825)	-	-	-	-	-	-	-	-	-	-
Other liabilities	3,703	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total increase/(decrease)</b>		<b>(4,829)</b>	<b>(4,829)</b>	<b>4,829</b>	<b>21</b>	<b>21</b>	<b>(21)</b>	<b>(21)</b>	<b>(21)</b>	<b>(1,076)</b>	<b>(1,076)</b>	<b>(1,076)</b>	<b>1,076</b>	<b>1,076</b>

# Financial statements for the year ended 31 December 2010

## 26. Financial risk management (continued)

### (b) Credit risk

The credit risk on financial assets of the University, which have been recognised on the Statement of Financial Position, other than investments in shares, is generally the carrying amount, net of any 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 \$2,602,000.

### (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. During 2009, the University completed the drawdowns of the Smart State loan for the Queensland Compound Library. The final drawdowns on the remaining Smart State loans are yet to take place. 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 Employment, Economic Development and Innovation 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.

The University was also successful in receiving Innovation Building Funds to develop the Queensland Smart Water Research Facility. The conditions of the Innovation Building Funds are similar to Smart State loans in that repayment on this loan will commence 11 years after the final drawdown (which is yet to take place) and following the repayment of 2/3 of the loan, the remaining 1/3 will be forgiven, provided the University has met its obligation under the Loan Agreement.

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 (interest only) per annum over a period of 10 years. Any remaining principal balance, together with any capitalised interest, will be repaid in year 10.

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 2010
QTC	\$25,000,000	2001	0.47 years	\$48,540
QTC	\$16,800,000	2003	2.49 years	\$5,137,845
QTC	\$40,000,000	2005	4.39 years	\$20,218,911
QTC	\$20,000,000	2006	5.49 years	\$12,542,628
QTC	\$50,000,000	2008	7.5 years	\$40,648,979
State Government Loan	\$790,800	2005	4 years	\$784,078
Smart State	\$12,000,000	2006	26 years	\$12,000,000
Smart State	\$3,000,000	2006	N/A	\$1,970,605
Smart State	\$3,500,000	2007	29 years	\$3,500,000
Innovation Building Fund	\$10,000,000	2009	30 years	\$10,000,000

For Smart State and Innovation Building Fund loans, 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 22 Borrowings.

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

31 December 2010	Average interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non interest \$'000	Total \$'000
<b>Financial assets</b>							
Cash on hand and at bank	4.1%	8,388	-	-	-	707	9,095
Managed funds at call	5.7%	343,764	-	-	-	-	343,764
Receivables	-	-	-	-	-	26,132	26,132
Other financial assets	-	-	-	-	-	1,615	1,615
<b>Total financial assets</b>		<b>352,151</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,454</b>	<b>380,606</b>
<b>Financial liabilities</b>							
Payables	-	-	-	-	-	20,779	20,779
Borrowings	6.75%	96,699	17,144	60,185	19,370	28,500	125,199
Other financial liabilities	-	-	-	-	-	15,038	15,038
<b>Total financial liabilities</b>		<b>96,699</b>	<b>17,144</b>	<b>60,185</b>	<b>19,370</b>	<b>64,317</b>	<b>161,016</b>

31 December 2009	Average interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non interest \$'000	Total \$'000
<b>Financial assets</b>							
Cash on hand and at bank	3.6%	5,859	-	-	-	216	6,075
Managed funds at call	4.3%	259,204	-	-	-	-	259,204
Receivables	-	-	-	-	-	39,900	39,900
Other financial assets	-	-	-	-	-	1,735	1,735
<b>Total financial assets</b>		<b>265,063</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,851</b>	<b>306,914</b>
<b>Financial liabilities</b>							
Payables	-	-	-	-	-	22,561	22,561
Borrowings	6.69%	117,104	20,587	65,591	30,925	25,471	142,574
Other financial liabilities	-	-	-	-	-	3,703	3,703
<b>Total financial liabilities</b>		<b>117,104</b>	<b>20,587</b>	<b>65,591</b>	<b>30,925</b>	<b>51,735</b>	<b>168,838</b>

#### (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 for the year ended 31 December 2010

## 27. Key management personnel disclosures

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

#### Responsible persons

The following persons were Council members during the financial year 2010:

Chancellor	Ms Leneen Forde, AC
Deputy Chancellor	Mr Henry Smerdon, AM
Vice-Chancellor	Professor Ian O'Connor *
Members appointed by the Governor-in-Council	Mr Ian Alderdice Mr Mark Gray Ms Rachel Hunter The Honourable Justice Margaret McMurdo, AC Mr Garry Redlich Mr Henry Smerdon, AM Ms Ann Robilotta-Glenister
Elected academic staff	Ms Margaret Buckridge* (resigned 6 December 2010) Dr Arthur Poropat * (term commenced 28 October 2009) Dr Dwight Zakus *(term commenced 13 December 2010)
Elected student members	Mr Hassan Jabour (resigned 9 December 2010) Mr William Barker Ms Sarah Gardiner (term commenced 13 December 2010)
Elected general staff	Ms Kaye Dillon *
Council appointed members	Dr Robert Anderson, OAM Ms Sandra Anderson The Honourable Rob Borbidge, AO Mr Clinton Dines (term commenced 2 March 2010)

#### Executive officers

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

Susan Spence	Deputy Vice Chancellor (Academic)
Marilyn McMeniman	Deputy Vice Chancellor and Provost
Neville Pankhurst	Deputy Vice Chancellor (Research)
Christopher Madden	Pro Vice Chancellor (International)
Colin McAndrew	Pro Vice Chancellor (Administration)
Paul Mazerolle	Pro Vice Chancellor (Arts, Education and Law)
Sue Berners-Price	Pro Vice Chancellor (Science, Environment, Engineering and Technology)
Michael Powell	Pro Vice Chancellor (Business)
Allan Cripps	Pro Vice Chancellor (Health)
Linda O'Brien	Pro Vice Chancellor (Information Services)

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

Council members are not remunerated for their services as Council members. Council members who also serve as staff members are marked by \*. Staff members who serve as Council members are remunerated only for their substantive role within the University. The remuneration of Council members who are staff members appears in the table below except for the Vice-Chancellor whose remuneration is included in the remuneration of executive officers.

	2010 Number	2009 Number
<b>Remuneration of council members</b>		
\$0 - \$14,999	16	15
\$15,000 to \$29,999		2
\$75,000 to \$89,999		1
\$90,000 to \$104,999	1	1
\$105,000 to \$119,999	2	
\$135,000 to \$149,999		1
<b>Remuneration of executive officers</b>		
\$55,000 to \$69,999		2
\$100,000 to \$114,999		1
\$115,000 to \$129,999		1
\$175,000 to \$189,999		
\$205,000 to \$219,999		
\$220,000 to \$234,999		2
\$235,000 to \$249,999		
\$265,000 to \$279,999		
\$280,000 to \$294,999	1	
\$295,000 to \$309,999		
\$310,000 to \$324,999	1	3
\$325,000 to \$339,999	1	3
\$340,000 to \$354,999	2	
\$355,000 to \$369,999	1	
\$370,000 to \$384,999	1	
\$385,000 to \$399,999	1	
\$400,000 to \$414,999		1
\$415,000 to \$429,999	1	
\$445,000 to \$459,999	1	1
\$580,000 to \$594,999		
\$625,000 to \$639,999		1
\$700,000 to \$714,999	1	

Income paid or payable to Council members and executives in connection with the management of the University's affairs was \$4,674,816 for 2010 (2009: \$4,590,489).

	2010 \$'000	2009 \$'000
<b>28. Remuneration of auditors</b>		
Fees paid to Queensland Audit Office:		
Audit and review of financial reports	170	164
Audit of facilities project works	42	-
<b>Total remuneration for audit services</b>	<u>212</u>	<u>164</u>

# Financial statements for the year ended 31 December 2010

	2010 \$'000	2009 \$'000
<b>29. Reportable losses</b>		
Individual losses in excess of \$500 each		
Cash losses	1	3
Bad debts	182	244
Property losses	151	257
<b>Total reportable losses</b>	<u>334</u>	<u>504</u>
<b>30. Prescribed special payments</b>		
Ex-gratia	280	265
Contractual	1,602	1,022
<b>Total prescribed special payments</b>	<u>1,882</u>	<u>1,287</u>

## 31. Contingencies

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 2010.

	2010 \$'000	2009 \$'000
<b>32. 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	49,782	21,144
Later than one year but not later than five years	48	106
<b>Total capital commitments</b>	<u>49,830</u>	<u>21,250</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	1,044	860
Later than one year but not later than five years	1,425	1,318
Later than five years	353	360
<b>Total lease commitments</b>	<u>2,822</u>	<u>2,538</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	23,098	27,295
Later than one year but not later than five years	3,783	4,837
Later than five years	949	1,265
<b>Total expenditure commitments</b>	<u>27,830</u>	<u>33,397</u>
<b>(d) Remuneration commitments</b>		
<b>Total remuneration commitments</b>	<u>29,644</u>	<u>30,010</u>

### 33. Superannuation commitments

#### (a) UniSuper

The UniSuper Defined Benefit Division (DBD) is a defined benefit plan under Superannuation Law but, as a result of Clause 34 of the UniSuper Trust Deed, a defined contribution plan under Accounting Standard AASB 119.

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

The Trust Deed also requires 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.

The updated Trust Deed has effectively changed the Fund 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 2010 the assets of the UniSuper Defined Benefit Division (DBD) in aggregate were estimated to be \$1,217 million in deficiency 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 2010 the assets of the DBD in aggregate were estimated to be \$312 million in deficiency 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 12 June 2009 on the actuarial investigation of the DBD as at 31 December 2008. The financial assumptions used were:

	Vested benefits	Accrued benefits
Gross of tax investment return	7.25% p.a.	8.5% p.a.
Net of tax investment return	6.75% p.a.	8.0% p.a.
Consumer Price Index	2.75% p.a.	2.75% p.a.
Inflationary salary increases long term	3.75% p.a.	3.75% p.a.

(additional promotional salary increases are assumed to apply based on past experience)

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

The actuary currently believes, in respect of long-term financial condition of the Fund, that assets as at 30 June 2010, together with current contribution rates, are expected to be sufficient to provide for the current benefit levels for both existing members and anticipated new members if experience follows the "best estimate" assumptions.

# Financial statements for the year ended 31 December 2010

## 33. 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 2007, by the State Actuary, Mr. W H Cannon BSc (Hons) FIAA.

This investigation has revealed that QSuper is in a healthy position with a surplus of assets over accrued liabilities of \$5 billion which represents an increase of over \$3 billion from the surplus at the 2004 investigation. The main factors causing that increase have been the higher than assumed investment returns between 2004 and 2007 and interest on the previous surplus.

It is important to note however, that investment returns since the valuation have been substantially lower than the assumed long-term level, reducing the observed surplus by over \$2 billion. The remaining surplus should be carried forward as a buffer, for the following reasons:

- The main source of the surplus is the relatively high investment returns achieved by the fund over the last several years. To the extent that investment returns in future are less favourable than in the recent past, the retention of this buffer will protect the funding position of the scheme.
- In assessing the magnitude of the surplus position of the scheme, it is informative to consider the value of the liabilities, ignoring the risk premium included in the future investment returns. As shown in Section 6 of the Extended Report, this more prudent view of scheme solvency does not indicate the availability of any excess funds at the time.

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.

### 34. Subsidiaries

Principal activities	Country of incorporation	Ownership interest		Net equity		Total revenue		Operating results		Contribution to operating results	
		2010	2009	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
<b>Gold Coast Innovation Centre Ltd</b>											
Innovation	Australia	100%	100%	413	395	372	261	17	52	17	52

### 35. Events occurring after the reporting period

A review of events after the reporting date has not identified any issues, which would materially affect the information disclosed in the Statement of Comprehensive Income and Statement of Financial Position.

	2010 \$'000	2009 \$'000
<b>36. Reconciliation of operating result after income tax to net cash flows from operating activities</b>		
Operating result from ordinary activities after related income tax	109,806	94,395
Depreciation and amortisation	25,041	32,031
Net loss/(gain) on sale of non-current assets	574	393
Net loss/(gain) on revaluation of financial assets	48	(340)
Net foreign exchange differences	44	(40)
Fair value of joint venture investment	(75)	388
Carrying amount movement in borrowings	(2,230)	(6,344)
Donated art	(161)	(418)
Decrease/(increase) in receivables	14,137	(13,555)
Decrease/(increase) in inventories	37	(284)
Decrease/(increase) in other financial assets	3,423	(473)
Decrease/(increase) in other non-financial assets	(1,287)	13
Increase/ (decrease) in other liabilities	6,966	412
Increase/(decrease) in payables	3,675	11,117
Increase/(decrease) in provisions for employee entitlements	4,854	6,756
Increase /(decrease) in provision for impairment	(3,595)	141
<b>Net cash provided by operating activities</b>	<b>161,257</b>	<b>124,192</b>

# Financial statements for the year ended 31 December 2010

	2010 \$'000	2009 \$'000
<b>37. Expenditure on external consultants</b>		
Management	651	752
Human resource management	448	167
Information technology	900	945
Communications	3	-
Finance and accounting	82	48
Professional/technical	14,103	14,096
	<u>16,187</u>	<u>16,008</u>

### 38. Private Provision of Public Infrastructure (PPPI) Arrangements

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

The expiry date of both agreements is 31<sup>st</sup> December, 2042.

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

The asset's current fair value is \$34 million (valuation by Australia Pacific Valuers effective 30 June 2010). This asset has not been recognised in the University's financial statements.

### 39. Acquittal of Australian Government financial assistance

#### 39.1 DEEWR – CGS and other DEEWR grants

	Commonwealth Grant Scheme		Indigenous Support Program		Partnership and Participation Program		Disability Support Program		Workplace Reform Program	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	200,546	162,378	1,906	1,624	2,009	332	174	183	-	2,094
Net accrual adjustments	(8,213)	4,789	-	-	-	-	-	-	-	-
Revenue for the period	192,333	167,167	1,906	1,624	2,009	332	174	183	-	2,094
Surplus/(deficit) from the previous year	-	-	-	-	-	-	34	-	-	-
Total revenue including accrued revenue	192,333	167,167	1,906	1,624	2,009	332	208	183	-	2,094
Less expenses including accrued expenses	192,333	167,167	1,906	1,624	2,009	332	182	149	-	2,094
Surplus/(deficit) for reporting period	-	-	-	-	-	-	26	34	-	-

39. Acquittal of Australian Government financial assistance (continued)

39.1 DEEWR – CGS and other DEEWR grants (continued)

	Workplace Productivity Program		Capital Development Pool		Learning & Teaching Performance Fund	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	790	590	3,719	3,267	-	1,248
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	790	590	3,719	3,267	-	1,248
Surplus/(deficit) from the previous year	-	-	4,151	884	-	-
Total revenue including accrued revenue	790	590	7,870	4,151	-	1,248
Less expenses including accrued expenses	790	590	3,719	-	-	1,248
Surplus/(deficit) for reporting period	-	-	4,151	4,151	-	-

19. Acquittal of Australian Government financial assistance (continued)

19.1 DEEWR – CGS and other DEEWR grants (continued)

	Improving Practical Comp of Teach Ed		Transitional Cost Program		Graduate Skills Assessment		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government or the programmes)	-	934	666	1,623	-	-	209,810	174,273
Net accrual adjustments	-	-	(168)	(69)	-	-	(8,381)	4,719
Revenue for the period	-	934	498	1,554	-	-	201,429	178,992
Surplus/(deficit) from the previous year	460	567	358	-	-	-	5,003	1,451
Total revenue including accrued revenue	460	1,501	856	1,554	-	-	206,432	180,445
Less expenses including accrued expenses	-	1,041	1,024	1,196	-	-	201,963	175,441
Surplus/(deficit) for reporting period	460	460	(168)	358	-	-	4,469	5,003

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

### 39.2 Higher Education Loan Programs

	HECS-HELP (Australian Government payments only)		FEE-HELP		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	117,724	97,898	31,644	17,260	149,368	115,158
Net accrual adjustments	(4,731)	4,676	(10,524)	1,198	(15,255)	5,874
Revenue for the period	112,993	102,574	21,120	18,458	134,113	121,032
Surplus/(deficit) from the previous year	4,008	-	3,564	2,366	7,572	2,366
Total revenue including accrued revenue	117,001	102,574	24,684	20,824	141,685	123,398
Less expenses including accrued expenses	121,732	98,566	35,208	17,260	156,940	115,826
Surplus/(deficit) for reporting period	(4,731)	4,008	(10,524)	3,564	(15,255)	7,572

39. Acquittal of Australian Government financial assistance (continued)

39.3 Scholarships

	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships		Commonwealth Accommodation Scholarships		Indigenous Access Scholarships		Indigenous Staff Scholarships		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	3,619	2,740	403	407	845	2,447	1,188	3161	97	300	72	35	6,224	9,090
Net accrual adjustments	-	-	-	-	672	(473)	722	(547)	-	67	-	-	1,394	(953)
Revenue for the period	3,619	2,740	403	407	1,517	1,974	1,910	2,614	97	367	72	35	7,618	8,138
Surplus/(deficit) from the previous year	462	765	(68)	(14)	-	427	-	393	116	68	-	11	510	1,650
Total revenue including accrued revenue	4,081	3,505	335	393	1,517	2,401	1,910	3,007	213	435	72	46	8,128	9,787
Less expenses including accrued expenses	3,943	3,043	335	461	1,509	2,401	1,885	3,007	175	319	64	46	7,911	9,277
Surplus/(deficit) for reporting period	138	462	-	(68)	8	-	25	-	38	116	8	-	217	510

# Financial statements for the year ended 31 December 2010

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

### 39.4 DIISR Research

	Institutional Grants Scheme		Research Training Scheme		Small Research		Systemic Infrastructure Initiative		Joint Research Engagement Program		Sustainable Research Excellence	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	5,976	12,963	13,046	-	-	-	-	6,587	-	1,192	-
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Revenue for the period	-	5,976	12,963	13,046	-	-	-	-	6,587	-	1,192	-
Surplus from the previous year	-	-	-	-	-	-	361	451	-	-	-	-
Total revenue including accrued revenue	-	5,976	12,963	13,046	-	-	361	451	6,587	-	1,192	-
Less expenses including accrued expenses	-	5,976	12,963	13,046	-	-	-	90	-	-	-	-
Surplus/(deficit) for reporting period	-	-	-	-	-	-	361	361	6,587	-	1,192	-

39. Acquittal of Australian Government financial assistance (continued)

39.4 DIISR Research (continued)

Research Infrastructure Block Grants	2009 \$'000		2010 \$'000		Implementation Assistance Programme		Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
2,818	2,672	73	144	-	248	122	119	23,755	22,206			
-	-	-	-	-	-	-	-	-	-	-	-	-
2,818	2,672	73	144	-	248	122	119	23,755	22,206			
7	601	-	73	27	120	273	184	668	1,429			
2,825	3,273	73	217	27	368	395	303	24,423	23,634			
2,881	3,266	73	217	23	341	179	30	16,119	22,966			
(56)	7	-	-	4	27	216	273	8,304	668			

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

# Financial statements for the year ended 31 December 2010

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

### 39.5 Voluntary Student Unionism

	VSU Transition Fund		Total	
	2010 \$'000	2009	2010 \$'000	2009 \$'000
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	-	(20)	-	(20)
Less expenses including accrued expenses	-	(20)	-	(20)
Surplus/(deficit) for reporting period	-	-	-	-

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

### 39.6 Other Capital Funding

	Better Universities Renewal Funding		Teaching & Learning Capital Fund		Education Investment Fund		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	-	-	19,258	2,300	-	2,300	19,258
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	-	-	-	19,258	2,300	-	2,300	19,258
Surplus from the previous year	14,959	16,209	18,841	-	-	-	33,800	16,209
Less expenses including accrued expenses	11,061	1,250	9,994	417	-	-	21,055	1,667
Surplus/(deficit) for reporting period	3,898	14,959	8,847	18,841	2,300	-	15,045	33,800

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

## 39.7 Australian Research Council grants

## (a) Discovery

	Projects		Fellowships		Indigenous Researchers Development		Future Fellowships		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	6,996	5,901	-	168	-	-	1,383	670	8,379	6,739
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-
Revenue for the period	6,996	5,901	-	168	-	-	1,383	670	8,379	6,739
Surplus from the previous year	2,790	2,154	6	178	-	(10)	670	-	3,466	2,322
Total revenue including accrued revenue	9,786	8,055	6	346	-	(10)	2,053	670	11,845	9,061
Less expenses including accrued expenses	6,548	5,265	6	340	-	(10)	973	-	7,527	5,595
Surplus/(deficit) for reporting period	3,238	2,790	-	6	-	-	1,080	670	4,318	3,466

# Financial statements for the year ended 31 December 2010

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

### 39.7 Australian Research Council grants

#### (b) Linkages

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

	Special Research Initiatives		Infrastructure		International		Projects		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
	2,124	2,081	-	350	26	69	3,614	3,304	5,764	5,804
	-	-	-	-	-	-	-	-	-	-
	2,124	2,081	-	350	26	69	3,614	3,304	5,764	5,804
	2,312	2,510	113	16	31	32	2,323	1,123	4,779	3,681
	4,436	4,591	113	366	57	101	5,937	4,427	10,543	9,485
	2,069	2,279	113	253	57	70	3,982	2,104	6,221	4,706
	2,367	2,312	-	113	-	31	1,955	2,323	4,322	4,779

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

#### 39.7 Australian Research Council grants

##### (c) Networks and Centres

	Research Networks		Total	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	165	-	165
Net accrual adjustments	-	-	-	-
Revenue for the Period	-	165	-	165
Surplus from the previous year	(33)	(24)	(33)	(24)
Total revenue including accrued revenue	(33)	141	(33)	141
Less expenses including accrued expenses	(33)	174	(33)	174
Surplus/(deficit) for reporting period	-	(33)	-	(33)

# Financial statements for the year ended 31 December 2010

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

39.8 OS – Help	Notes	2010 \$'000	2009 \$'000
Cash received during the reporting period		816	446
Cash spent during the reporting period		(1,011)	(395)
Net cash received	2(i)	(195)	51
Cash surplus/(deficit) from the previous period		122	71
Cash surplus/(deficit) for reporting period		(73)	122

## INDEPENDENT AUDITOR'S REPORT

*To the Council of Griffith University*

### **Report on the Financial Report**

I have audited the accompanying financial report of Griffith University, which comprises the statement of financial position as at 31 December 2010, the income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Chancellor, Vice-Chancellor and Director of Planning & Financial Services.

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

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Council's responsibility also includes such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

#### *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 the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about 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 the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view 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 used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements 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.

# Financial statements for the year ended 31 December 2010

## *Independence*

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all 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.

## *Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Griffith University for the financial year 1 January 2010 to 31 December 2010 and of the financial position as at the end of that year.

## **Other Matters - Electronic Presentation of the Audited Financial Report**

This auditor's report relates to the financial report of Griffith University for the year ended 31 December 2010. Where the financial report is included on the Griffith University's website the Council is responsible for the integrity of the Griffith University's website and I have not been engaged to report on the integrity of Griffith University's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

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

K R FRANEY, CA  
(as Delegate of the Auditor-General of Queensland)

Dated at Brisbane 28th day of February 2011

# Overseas travel

## Arts, Education and Law

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

Prof P. Mazerolle (Pro Vice Chancellor):  
Canada, conference, \$2,124

## Faculty of Humanities and Social Sciences

### Executive

Prof P. Buckridge (Dean):  
England (2), conference, \$6,631

### School of Humanities

Dr S. Baker (S. Lect.):  
Iceland, research, \$7,147

Dr D. Beattie (S. Lect.):  
French Polynesia, official business, \$1,220

Prof A. Bennett (Prof.):  
Hong Kong, conference, \$6,017

Dr B. Buchan (S. Lect.):  
England, research, \$15,634

Dr D. Ellison (S. Lect.):  
England, ASP, \$2,112  
Singapore, conference, \$3,122  
USA, conference, \$2,870

Dr J. Ewart (S. Lect.):  
New Zealand, conference, \$535

Prof K. Ferres (Prof.):  
England, ASP, \$7,998  
USA, conference, \$1,415

Dr S. Forde (S. Lect.):  
Portugal, conference, \$5,330

Dr M. Gibson (S. Lect.):  
England, conference, \$4,185

Dr S. Green (Lect.):  
England, conference, \$1,014

Prof A. Haebich (Res. Intensive Prof.):  
Ireland, conference, \$3,277

Dr C. Jenkins (S. Lect.):  
England, conference, \$3,067

Dr J. Keane (S. Lect.):  
USA, official business, \$3,404

Dr W. Keys (Lect.):  
USA, ASP, \$1,314

A/Prof J. Macleod (Head of School):  
Singapore, conference, \$2,445

Dr J. Mandalios (S. Lect.):  
Germany, conference, \$3,401

Prof M. Meadows (Prof.):  
Spain, conference, \$722

Prof A. Moran (Prof.):  
Argentina, official business, \$5,742  
England, research, \$9,976

A/Prof G. Murray (Prof.):  
Sweden, conference, \$3,516

A/Prof F. Paisley (A/Prof.):  
England, conference, \$3,875  
Italy, conference, \$2,155  
Netherlands, conference, \$2,974

Dr H. Rane (Lect.):  
Indonesia, official business, \$2,106  
Malaysia, research, \$1,528  
Spain, official business, \$1,839  
Turkey, research, \$5,803  
USA (2), research, \$3,735

Prof S. Stockwell (Prof.):  
Italy, ASP, \$2,648

Prof P. Tacon (Prof.):  
China, research, \$9,249  
England, research, \$2,744  
France, conference, \$3,984  
Malaysia (2), conference/ASP, \$6,824  
Thailand, research, \$1,467

A/Prof P. Wise (A/Prof.):  
Hong Kong, conference, \$2,740

Dr I. Woodward (S. Lect.):  
Germany, ASP, \$2,196

Prof. R. Yeo (Prof.):  
England, research, \$15,675

### School of Criminology and Criminal Justice

Dr M. Bates (S. Lect.):  
USA, conference, \$4,579

Dr M. Bull (S. Lect.):  
USA, conference, \$3,208

Prof K. Daly (Prof.):  
Denmark, research, \$8,825

Dr H. Hayes (S. Lect.):  
China, official business, \$1,605

Prof R. Homel (Prof.):  
Switzerland, conference, \$9,033  
USA, conference, \$4,013

Dr B. Leclerc (Lect.):  
Canada, ASP, \$4,095

Dr M. Manning (Lect.):  
South Korea, research, \$2,163

Dr T. McGee (S. Lect.):  
USA, conference, \$1,588

Mr J. Ogilvie (S. Res. Asst.):  
Sweden, conference, \$3,966

A/Prof J. Ransley (A/Prof.):  
Sweden, conference, \$2,257

Prof S. Smallbone (Prof.):  
England, conference, \$20,756

Dr K. Smith (S. Lect.):  
USA, conference, \$2,356

Prof A. Stewart (Head of School):  
Sweden, conference, \$5,579

Dr M. Townsley (S. Lect.):  
New Zealand, conference, \$737

Prof R. Wortley (Prof.):  
England, official business, \$4,307

### School of Languages and Linguistics

Dr S. Eisenchlas (S. Lect.):  
Japan, conference, \$1,382

Dr C. Kennedy (Acting Head of School):  
Belgium, conference, \$1,316

Prof M. Levy (Head of School):  
USA, conference, \$3,111

Dr C. Poyatos-Matas (Lect.):  
Spain, conference, \$3,760

Dr C. Tsurutani (S. Lect.):  
Japan, ASP, \$4,145

A/Prof Y. Wang (S. Lect.):  
China, ASP, \$1,978  
Singapore, conference, \$2,763

Dr H. Willcock (S. Lect.):  
Japan, ASP, \$1,701

### Centre of Excellence in Policing and Security

Prof S. Bronitt (Dir.):  
Sweden, conference, \$19,045

Mrs R. Denning (A/Dir.):  
Sweden, conference, \$4,355  
USA (2), conference, \$6,811

Prof M. Finnane (Prof.):  
Ireland, conference, \$4,521  
Singapore, official business, \$3,275

A/Prof M. Kebbell (Chief Investigator):  
Singapore, conference, \$2,228

Ms L. Porter (Res. Fell.):  
England, research, \$2,744

Dr R. Wickes (Res. Fell.):  
USA, conference, \$5,257

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

Dr R. Fitzgerald (Res. Fell.):  
USA, research, \$1,088

Mr S. Kilby (Clinician):  
Norway, conference, \$5,301

Ms M. Lewis (S. Res. Asst.):  
Philippines, conference, \$1,755

Dr G. McIlwain (S. Res. Fell.):  
New Zealand, research, \$367

Ms G. Quimson (Res. Fell.):  
Thailand, conference, \$799

Ms S. Rayment-McHugh (Program Mgr.):  
South Africa, official business, \$1,891

Prof C. Sampford (Dir.):  
Canada, official business, \$14,529  
France, official business, \$11,096  
Indonesia, official business, \$9,451  
Netherlands, conference, \$15,712  
Philippines (3), conference/official business,  
\$9,188  
Thailand, official business, \$5,659

Mr S. Sellers (Res. Fell.):  
USA, official business, \$1,671

### **Griffith Centre for Cultural Research**

Dr J. Taylor (Postdoctoral Res. Fell.):  
England, conference, \$5,727

## **Faculty of Education**

### **Faculty of Education Executive**

A/Prof G. Finger (Dean (Learning & Teaching):  
Taiwan, official business, \$1,817

### **School of Education and Professional Studies – Brisbane and Logan**

Prof B. Bartlett (Prof.):  
China (2), official business, \$6,157  
Hong Kong, official business, \$2,776  
Italy, conference, \$3,980

Prof S. Billett (Prof.):  
Finland, research, \$12,105  
Germany, research, \$7,472  
New Zealand, conference, \$330

A/Prof P. Bundy (A/Prof.):  
Hong Kong, official business, \$3,100

Prof N. Dempster (Prof.):  
Malaysia, conference, \$743

A/Prof J. Dunn (A/Prof.):  
Hong Kong (2), official business, \$6,407  
New Zealand, conference, \$628

Prof J. Elkins (Adj. Prof.):  
USA, conference, \$2,145

Dr M. Fletcher (S. Lect.):  
Fiji, conference, \$661;  
New Zealand, conference, \$3,078

A/Prof R. Gardner (A/Prof.):  
Germany, conference, \$2,370  
Netherlands, ASP, \$2,151

Dr S. Harrison (S. Lect.):  
England, conference, \$1,373  
New Zealand, research, \$3,198

Dr K. Hartwig (Dir.):  
Canada (2), official business, \$19,598

Prof G. Johnson (Prof.):  
Singapore, conference, \$7,750

Prof R. Jorgensen (Prof.):  
Malaysia, conference, \$2,077

Dr J. Kearney (Lect.):  
New Zealand, conference, \$1,057

Dr A. Kelly (Lect.):  
Singapore, official business, \$1,772

Dr I. Liyanage (S. Lect.):  
China (2), official business, \$6,900

Dr G. McGregor (Lect.):  
Finland, research, \$2,764

A/Prof H. Middleton (A/Prof.):  
Canada, conference, \$2,722

Dr C. Ng (S. Lect.):  
Hong Kong, ASP, \$1,812

A/Prof B. O'Connor (A/Prof.):  
England, conference, \$4,139  
India, official business, \$3,869

Dr D. Rossow (Lect.):  
France, official business, \$2,674

### **School of Education and Professional Studies – Gold Coast**

A/Prof A. Edwards (Dir.):  
Canada, official business, \$8,443

Dr B. Garrick (A/Lect.):  
Canada, ASP, \$7,024

Dr K. Glasswell (S. Lect.):  
New Zealand, research, \$1,257  
USA, official business, \$1,397

A/Prof D. Jones (Adj. A/Prof.):  
Canada, official business, \$4,144

Dr C. Klopfer (S. Lect.):  
China, conference, \$3,367

A/Prof D. Pendergast (Head and Dean):  
USA, conference, \$5,685

Prof D. Power (Emeritus Prof.):  
England, conference, \$2,138

## **Griffith Law School**

Dr A. Akhtarkhvari (Dep. Head of School/  
Academic):  
USA, official business, \$5,265

Dr C. Black (Adj. S. Res. Fell.):  
USA, conference, \$6,014

Dr C. Butler (Lect.):  
Netherlands, conference, \$5,187

A/Prof F. Campbell (Dep. Head of School):  
England, conference, \$2,576  
Hong Kong, official business, \$936  
Malaysia, conference, \$1,090  
USA, conference, \$1,732

Ms C. Davis (Lect.):  
Canada, official business, \$2,101

Ms M. Edgely (Lect.):  
New Zealand (2), conference, \$1,386

Prof M. Keyes (Prof.):  
Austria, official business, \$8,694

Ms M. Lawler (Lect.):  
England, conference, \$3,908

A/Prof C. Lawson (A/Prof.):  
Argentina, research, \$3,013  
USA, conference, \$4,402

Dr R. Levy (Lect.):  
Mexico, official business, \$1,887

Prof W. MacNeil (Dean of Law/Head of  
School):  
USA, conference, \$3,362

A/Prof E. Marchetti (A/Prof.):  
Italy, conference, \$7,601  
Morocco, conference, \$4,926

Dr C. Mooney (Res. Fell.):  
China, conference, \$1,960

Ms Z. Rathus (Dir.):  
New Zealand, conference, \$443

Ms J. Stagg-Taylor (Dep. Dir.):  
USA, conference, \$2,581

A/Prof P. Tan (A/Prof.):  
Brazil, conference, \$6,667  
Germany, ASP, \$8,545  
Netherlands, ASP, \$4,030

Dr R. Wijeratne (Lect.):  
England, ASP, \$2,582

Dr T. Wilson (S. Lect.):  
Austria, official business, \$4,576

Dr A. Zahar (Lect.):  
Belguim, conference, \$1,505  
Mexico, conference, \$3,001  
Netherlands, research, \$2,647

#### Socio Legal Research Centre

Dr P. Harpur (Res. Fell.):  
England, conference, \$2,557  
Hong Kong, conference, \$521

#### Queensland College of Art

Dr J. Berry (Lect.):  
England, conference, \$2,345

Mr K. Bradbury (Adj. Lect.):  
Hong Kong, official business, \$3,635

Prof M. Bramley-Moore (Prof.):  
England, official business, \$2,558

Mr E. Bridger (Dep. Dir. Development):  
China, official business, \$5,768  
Norway, official business, \$4,113  
Vietnam, official business, \$6,955

Dr L. Burton (A/Lect.):  
USA, conference, \$2,059

Prof. P. Cleveland (Dir.):  
England, conference, \$9,473  
Hong Kong (2), official business, \$5,105

Mr S. Di Mauro (S. Lect.):  
Taiwan, official business, \$3,391

A/Prof M. Drew (A/Prof.):  
Chile, ASP, \$2,483

Ms D. Falla (Lect.):  
Spain, official business, \$3,030

Ms H. Faulkner (First Year Advisor):  
New Zealand, conference, \$465  
Vietnam, official business, \$3,304

Prof. A. Fry (Adj. Prof.):  
East Timor (2), official business, \$2,721

Ms R. Green (Lect.):  
Hong Kong, official business, \$2,250

Dr R. Hawker (S. Lect.):  
England, conference, \$2,870

Mr A. Hill (LIVEimage Coordinator):  
China, official business, \$4,674

Mr S. Matthews (Lect.):  
Hong Kong, official business, \$3,645

Dr J. McDowall (S. Lect.):  
Germany, conference, \$5,146

Ms R. Peacock-Smith (Lect.):  
Argentina, conference, \$2,147

Dr G. Petelin (Lect.):  
England, conference, \$4,219  
New Zealand (2), conference, \$1,584  
Switzerland, conference, \$2,719

A/Prof D. Porch (A/Prof.):  
Taiwan, official business, \$4,228

Mr J. Rodsted (Adj. Lect.):  
Vietnam, official business, \$1,976

Mr D. Sargent (Creative Dir.):  
Hong Kong, conference, \$2,949

Mr R. Shearman (Lect.):  
Hong Kong, official business, \$840

Mr L. Vint (Lect.):  
Croatia, conference, \$3,069

Mr P. Wanny (Lect.):  
China, official business, \$4,913

Mr D. Welch (S. Lect.):  
Hong Kong (3), \$6,453

Dr A. Whamond (A/Lect.):  
Scotland, conference, \$3,568

#### Griffith Film School

Dr L. Harvey (Lect.):  
Spain, conference, \$6,336

A/Prof P. Laughren (A/Prof.):  
India, conference, \$2,397

Mr P. Moyes (Lect.):  
Spain, conference, \$4,300

Mr N. Oughton (First Year Advisor):  
Spain, conference, \$2,240  
Vietnam, official business, \$2,735

Ms H. Phillips (Lect.):  
France, research, \$4,568

A/Prof A. Spark (Head of Animation):  
England, conference, \$4,406  
Spain, conference, \$2,818

Prof H. Van Eyken (Head of School):  
Belgium, research, \$3,891  
Spain, conference, \$3,493

#### Griffith Artworks

Mr S. Wright (Dir.):  
Hong Kong, research, \$2,453  
New Zealand, official business, \$2,739

#### Queensland Conservatorium

Dr B. Bartleet (Lect.):  
China, conference, \$2,605

Dr G. Carey (Head of Pedagogy):  
China, conference, \$2,453

Ms S. Clem (Business Mgr.):  
USA, conference, \$2,398

Ms L. Denson (Head of Jazz):  
China, conference, \$2,219  
New Zealand, conference, \$476

Dr G. Dirie (Head of Music Studies):  
Argentina, conference, \$1,000

Prof P. Draper (Dep. Dir. (Research):  
China, conference, \$1,316  
England, official business, \$4,056  
USA, conference, \$1,019

Dr S. Emmerson (S. Lect.):  
Singapore, research, \$753

Dr K. Gillespie (Res. Fell.):  
Vanuatu, official business, \$1,988

Dr S. Harrison (S. Lect.):  
China, conference, \$2,155

Mr G. Jennings (S. Lect.):  
China, conference, \$1,766

Dr D. Lebler (Dep. Dir. (Learning & Teaching):  
China, conference, \$3,099

Mr S. Newcomb (Lect.):  
USA, official business, \$1,706

Mr M. Ryan (S. Piano Tuner & Technician):  
Germany, official business, \$3,201

Prof H. Schippers (Dir.):  
China, official business, \$5,074  
England, official business, \$3,535  
India, research, \$6,545  
New Zealand, conference, \$1,427  
Poland, conference, \$8,359

Mr M. Stocker (S. Lect.):  
China, official business, \$2,888  
Vietnam, conference, \$1,355

Dr V. Tomlinson (Head of Percussion):  
China, conference, \$1,614

Dr M. Turpin (Res. Fell.):  
Denmark, official business, \$2,732  
Vietnam, conference, \$2,614

Ms N. Vlassenko (Head of Keyboard):  
Germany, official business, \$2,698

Ms M. Walsh (Head of Strings):  
England, official business, \$3,779

Dr D. Weston (Dep. Dir. (GC):  
Finland, conference, \$3,880

## Business

### Pro Vice Chancellor (Business)

Prof M. Powell (Pro Vice Chancellor):  
Austria, conference, \$9,703  
China, official business, \$8,856  
USA (2), conference, \$23,856

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

Prof C. Auld (Dean (International):  
China (2), official business, \$20,588  
France, official business, \$13,691  
Hong Kong, official business, \$3,776  
Vietnam (2), official business, \$21,654

Prof G. Cuskelly (Dean (Research):  
New Zealand, conference, \$756  
Switzerland, conference, \$14,314

Prof L. Frazer (Dean):  
Greece, conference, \$3,750  
New Zealand, ASP, \$1,232  
Singapore, conference, \$398  
USA (2), conference/research, \$11,283

Dr R. Hibbins (Projects Mgr.):  
Canada (2), official business, \$26,157  
New Zealand, official business, \$1,466  
Republic of Korea, conference, \$1,674  
USA, conference, \$7,618

Dr R. Hollander (Acting Dean (Learning & Teaching):  
France, official business, \$3,290

A/Prof H. Wilkins (Dir. Off-shore Operations):  
Hong Kong (4), official business, \$10,382  
Singapore, official business, \$1,371  
Spain, conference, \$3,000

Prof M. Wilson (Dean (Academic):  
New Zealand, research, \$1,411  
Singapore, conference, \$1,007  
USA, official business, \$5,471

## Griffith Business School

### Department of Accounting, Finance and Economics

Dr A. Akimov (S. Lect.):  
China, conference, \$2,088  
South Africa, conference, \$1,372

Dr R. Arora (Res. Fell.):  
South Africa, conference, \$3,465

A/Prof J. Bandaralage (A/Prof.):  
Sri Lanka, research, \$5,929

Dr R. Cameron (Lect.):  
New Zealand, conference, \$2,238

Dr A. Chai (Lect.):  
Denmark, conference, \$3,116

Dr A. Cheung (RHD Coordinator):  
China, research, \$1,695  
Hong Kong, official business, \$1,606

Ms D. English (Lect.):  
New Zealand, conference, \$688

Prof. R. Guest (Discipline Head of Economics):  
Austria, ASP, \$8,126  
England, research, \$8,019  
USA, conference, \$6,683

Dr G. Hooi (Lect.):  
New Zealand, conference, \$1,274

Dr A. Huang (S. Lect.):  
China, official business, \$3,438

Mr B. Li (Lect.):  
China, conference, \$1,680

Dr B. Liu (Lect.):  
China (2), official business, \$6,079

Prof A. Makin (Prof.):  
Japan, conference, \$2,409

A/Prof L. McManus (RHD Coordinator):  
New Zealand, conference, \$2,620

Prof L. Mia (Prof.):  
Finland, conference, \$4,983

A/Prof R. Monem (A/Prof.):  
Hong Kong, conference, \$2,235  
USA, ASP, \$2,178

Mrs A. Mortimore (Lect.):  
Thailand, conference, \$978

A/Prof C. Qu (A/Prof.):  
Hong Kong, research, \$1,713

A/Prof E. Roca (A/Prof.):  
New Zealand, conference, \$1,165

Prof S. Selvanathan (RHD Coordinator Economics):  
India, research, \$1,995  
Sri Lanka, research, \$1,599

Dr P. Sharma (Lect.):  
Fiji, research, \$471  
Japan, conference, \$1,332  
Papua New Guinea, research, \$1,435  
Samoa, ASP, \$837

Dr P. Stevenson-Clarke (S. Lect.):  
New Zealand, conference, \$1,701

Prof J. Stewart (Discipline Head of Accounting & Law):  
China, conference, \$1,386

Dr N. Vecchio (S. Lect.):  
USA, ASP, \$4,229

Dr L. Winata (Lect.):  
Finland, conference, \$3,571  
Germany, ASP, \$3,415

Prof A. Worthington (Prof.):  
New Zealand, official business, \$671

### Department of Employment Relations and Human Resources

A/Prof J. Bailey (A/Prof.):  
England, ASP, \$6,540  
New Zealand, conference, \$1,512

A/Prof M. Barry (Head of Department):  
New Zealand, official business, \$1,416

A/Prof B. Bowden (A/Prof.):  
New Zealand, conference, \$856

Dr K. Broadbent (S. Lect.):  
England, conference, \$1,762

Prof P. Jordan (Prof.):  
USA, conference, \$5,832

Dr R. Loudoun (Lect.):  
USA, conference, \$3,616

Prof D. Peetz (Prof.):  
Denmark, conference, \$4,030

A/Prof B. Russell (A/Prof.):  
Indonesia, conference, \$2,380  
USA, conference, \$3,115

Dr S. Russell (Lect.):  
China, official business, \$2,747  
England (2), conference, \$9,736  
USA, conference, \$1,547

Dr K. Shacklock (S. Lect.):  
England, conference, \$2,974

Prof. G. Strachan (Prof.):  
New Zealand (2), ASP/conference, \$1,221

A/Prof M. Thite (A/Prof.):  
USA, official business, \$4,279

Dr A. Troth (S. Lect.):  
Canada, conference, \$2,834

Dr H. Tse (S Lect.):  
Hong Kong, official business, \$2,756

Prof A. Wilkinson (Prof.):  
England (2), official business, \$9,091  
USA, conference, \$13,242

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

Prof M. Barker (Dep. Head of Department):  
England, conference, \$12,691  
New Zealand, official business, \$1,254

Dr B. Bishop (S. Lect.):  
England, conference, \$2,895

Dr L. Crump (S. Lect.):  
France, conference, \$4,299  
USA, conference, \$4,195

Prof M. Farquhar (Prof. Emeritus):  
China, research, \$4,160

Dr R. Fisher (S Lect.):  
England, official business, \$6,773  
Hong Kong (2), official business, \$5,028

Dr C. Fraser (S. Lect.):  
Hong Kong, official business, \$2,227  
Vietnam, research, \$6,274

Dr R. Gapp (S. Lect.):  
England, conference, \$4,858

Dr G. Guzman (S. Lect.):  
Argentina, official business, \$5,086  
Hong Kong, official business, \$2,447  
Peru, research, \$2,590

Dr I. Hall (S. Lect.):  
India, research, \$2,263  
New Zealand, conference, \$1,024  
Papua New Guinea, research, \$2,603  
USA (2), conference, \$4,165

Dr M. Hossain (S. Lect.):  
Bangladesh (3), research, \$6,092  
Japan, conference, \$1,431

A/Prof J. Howell (A/Prof.):  
Indonesia, official business, \$4,091

Prof R. Keith (Prof.):  
China, official business, \$1,743  
USA, conference, \$3,762

Prof Y. Kwon (Prof.):  
Republic of Korea (3), official business, \$9,851

Dr K. Lee (S. Lect.):  
Republic of Korea, conference, \$3,095

Dr S. McCarthy (S. Lect.):  
Hong Kong, conference, \$1,499

Dr B. Min (Dir.):  
Republic of Korea, ASP, \$2,937

Dr P. O'Brien (Lect.):  
Argentina, official business, \$12,700  
China, official business, \$4,666

Dr S. Rajapakse (Lect.):  
India, official business, \$2,015

Ms R. Roberts (Lect.):  
China (2), research, \$6,830  
Hong Kong, official business, \$2,801

Dr P. Ross (Program Dir.):  
USA, conference, \$2,799

Dr K. Sandhu (S. Lect.):  
India (2), official business, \$23,620  
Indonesia, official business, \$3,662

A/Prof D. Schak (Adj. A/Prof.):  
China, research, \$2,099  
Hong Kong, conference, \$2,649  
USA, conference, \$2,769

Prof A. Selvanathan (Program Dir.):  
China, official business, \$2,839  
India, ASP, \$2,005

Dr A. Shacklock (S. Lect.):  
England, conference, \$3,518  
Hong Kong, official business, \$2,713

Prof W. Shepherd (Prof.):  
England, conference, \$4,303

Dr M. Sinclair (S. Lect.):  
Canada, conference, \$2,754

Dr D. Smith (Lect.):  
China, research, \$2,194

Dr Z. Wong (Lect.):  
Hong Kong, research, \$1,311  
Taiwan, conference, \$2,261

Dr P. Woods (S. Lect.):  
Canada, conference, \$5,807  
Hong Kong (3), official business, \$7,095

#### **Department of Marketing**

Ms K. Bodey (Lect.):  
Turkey, conference, \$3,282

Dr P. Clarke (Lect.):  
France, research, \$11,956  
Hong Kong, official business, \$1,205

Dr T. Gatfield (S. Lect.):  
England, research, \$1,469

A/Prof D. Grace (A. Prof.):  
Turkey, conference, \$3,627

Dr D. Griffin (Lect.):  
Hong Kong, official business, \$2,747  
Turkey, conference, \$2,964

Dr C. Herington (S. Lect.):  
China, conference, \$1,883  
Hong Kong, official business, \$2,248  
Spain, official business, \$5,000  
Switzerland, conference, \$1,160

Dr C. Leo (Postdoctoral Fell.):  
Portugal, conference, \$3,799

Ms A. Love (A/Lect.):  
Hong Kong, official business, \$2,269

Prof A. McAuley (Head of Department):  
England (2), conference/official business, \$12,185

Scotland, research, \$4,335  
USA (2), conference, \$3,219

Prof B. Merrilees (Prof.):  
Switzerland, conference, \$5,797

Dr D. Miller (S. Lect.):  
Switzerland, conference, \$2,614

Dr R. Pentecost (Lect.):  
New Zealand, conference, \$1,239

Dr H. Perkins (Lect.):  
Turkey, conference, \$8,428

Dr M. Ross (Lect.):  
Hong Kong, official business, \$2,810

## Overseas travel (continued)

A/Prof S. Rundle–Thiele (A/Prof.):  
France, conference, \$4,265  
Hong Kong, conference, \$3,580  
New Zealand, conference, \$1,076  
USA, conference, \$3,526

Dr S. Schembri (Lect.):  
England, official business, \$2,949  
Hong Kong, official business, \$2,632  
Japan, conference, \$2,518  
USA, official business, \$2,331

Dr W. Shao (Lect.):  
England, conference, \$2,743  
USA, conference, \$3,378

A/Prof S. Weaven (A/Prof.):  
Hong Kong, official business, \$2,855

Mr O. Wright (Lect.):  
Hong Kong, official business, \$3,013  
New Zealand, conference, \$1,302

### Department of Politics and Public Policy

A/Prof G. Baker (A/Prof.):  
New Zealand (2), conference, \$1,586

Dr G. Curran (S. Lect.):  
Japan, conference, \$2,906

Dr D. Grube (Lect.):  
England, conference, \$3,814

Prof J. Kane (Prof.):  
England, ASP, \$8,002  
USA (2), research, \$28,607

Prof H. Patapan (Prof.):  
China (2), official business, \$6,369  
Thailand, conference, \$1,018  
USA, conference, \$7,166

A/Prof A. Tiernan (Program Dir.):  
England, official business, \$2,030  
USA, conference, \$9,013

Dr E. van Acker (S. Lect.):  
England, ASP, \$15,135  
New Zealand, conference, \$565

Prof P. Weller (Prof.):  
England, conference, \$6,286  
USA, conference, \$1,909

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

Mr B. Bell (Lect.):  
Hong Kong, conference, \$1,274

Prof P. Brown (Prof.):  
France, conference, \$1,296

Dr K. Butcher (S. Lect.):  
Hong Kong, official business, \$4,382  
Thailand (2), conference, \$5,163

Prof. M. Davidson (Prof.):  
China, conference, \$3,039  
England, conference, \$3,722  
Netherlands, official business, \$5,817

Dr J. Digance (S. Lect.):  
USA, conference, \$1,546

Mr B. Fraser (Lect.):  
Hong Kong, official business, \$2,387

Dr L. Fredline (U/G Program Dir.):  
Hong Kong, official business, \$3,486

A/Prof S. Fullagar (Dep. Head of Department):  
France, ASP, \$1,853

Prof D. Funk (Prof.):  
Czech Republic, conference, \$4,641  
Japan, conference, \$1,317  
New Zealand, conference, \$1,463  
USA, conference, \$4,416

Dr R. Hales (A/Lect.):  
Hong Kong, conference, \$2,765

Dr B. Hill (Lect.):  
New Zealand, conference, \$916

A/Prof G. Jennings (A/Prof.):  
England, conference, \$7,483  
Spain, conference, \$5,651

Dr C. King (S. Lect.):  
Hong Kong, official business, \$3,465  
USA, conference, \$8,408

A/Prof L. Lawton (Dep. Head of Department):  
USA, conference, \$3,810

Dr Y. Lee (Lect.):  
Republic of Korea, research, \$1,886

Dr D. O'Brien (S. Lect.):  
Hong Kong, official business, \$3,106  
Papua New Guinea (2), official business, \$6,413

Dr A. Patiar (S. Lect.):  
Hong Kong, official business, \$1,630

Ms M. Pratt (A/Lect.):  
Hong Kong, official business, \$3,368  
New Zealand, conference, \$3,873  
South Africa, research, \$2,621

Dr S. Reid (Lect.):  
Hong Kong, official business, \$2,473  
USA, conference, \$1,057

Dr C. Ringuet (A/Lect.):  
Canada, conference, \$11,165

A/Prof J. Skinner (Head of Department):  
Brazil, conference, \$7,313  
Republic of Korea, conference, \$3,415

Prof B. Sparks (Prof.):  
China, conference, \$2,052  
Spain, ASP, \$10,126

Prof K. Toohey (Prof.):  
Czech Republic, conference, \$3,942  
Hong Kong, official business, \$2,431

Prof D. Weaver (Prof.):  
Hong Kong, official business, \$5,165  
USA, conference, \$2,845

Dr D. Zakus (S. Lect.):  
Czech Republic, conference, \$6,402

### Centre for Governance and Public Policy

Dr S. Davies (S. Res. Fell.):  
New Zealand, conference, \$808

Dr B. Dressel (Res. Fell.):  
USA, conference, \$2,057

Dr Z. Nwokora (Postdoctoral Fell.):  
England, conference, \$3,687  
USA, conference, \$1,660

Prof J. Sharman (Prof.):  
Barbados, conference, \$3,332  
Bulgaria, official business, \$10,552  
Hong Kong, conference, \$7,169  
New Zealand, conference, \$2,001  
USA, conference, \$10,010

Prof Y. Xu (Res. Fell.):  
Canada, official business, \$8,880  
China, research, \$1,882  
Indonesia, conference, \$1,370  
USA, conference, \$1,126

### Centre for Tourism, Sport and Service Innovation

Dr K. Cassidy (Postdoctoral Fell.):  
USA, conference, \$3,567

Dr K. Filo (Postdoctoral Fell.):  
New Zealand, conference, \$1,266

Prof C. Guilding (Prof.):  
Belgium, conference, \$3,205  
Hong Kong, official business, \$1,388  
USA, official business, \$3,906

### Centre for Work, Organisation and Wellbeing

Dr S. Lawrence (Res. Fell.):  
Canada, conference, \$5,656

Dr K. Townsend (Res. Fell.):  
USA, conference, \$5,527  
USA, conference, \$5,527

### Asia Pacific Centre for Sustainable Enterprise

Mrs K. Brindley (Business Mgr.):  
Japan, conference, \$2,206

Ms S. Forbes (Lect.):  
Japan, official business, \$1,759

Prof M. McIntosh (Centre Dir.):  
England (2), official business, \$28,146  
Japan (2), official business, \$20,638  
USA, conference, \$5,639

Dr T. Sarker (Doctoral Fell.):  
India, conference, \$1,979  
Japan, conference, \$2,018  
USA, conference, \$3,278

Mr B. Sharman (Comms. and Res. Mgr.):  
Japan, conference, \$2,529

### Asia Pacific Centre for Franchising Excellence

Ms K. Miles (General & Business Mgr.):  
Malaysia, conference, \$2,120

Ms F. Taylor (e-Mktg & Comms. Mgr.):  
USA, conference, \$2,976

### Griffith Asia Pacific Research Institute

Dr J. Elias (Res. Fell.):  
England, official business, \$6,486  
New Zealand, conference, \$1,255

Dr L. Glanville (Res. Fell.):  
New Zealand, conference, \$1,540

Dr S. Hou (Res. Fell.):  
China (2), research, \$3,631;  
USA, conference, \$2,646

Dr R. Jeffery (S. Res. Fell.):  
China, conference, \$2,743

Dr C. Liss (Res. Fell.):  
Germany, research, \$7,510

Prof A. O'Neil (Dir.):  
China (3), conference/official business,  
\$9,734

Dr A. Selth (Res. Fell.):  
Hong Kong, official business, \$1,500  
USA, official business, \$7,000

Dr H. Shumei (Res. Fell.):  
USA, conference, \$1,133

Dr F. Smith (Res. Fell.):  
USA, conference, \$3,645

Mrs M. Thorley (Mgr.):  
China, conference, \$1,447

A/Prof S. Trevaskes (Res. Fell.):  
China (2), research, \$3,780

Ms N. Vary (Events & Publications Mgr.):  
China (2), conference, \$9,378

Dr V. Vivoda (Res. Fell.):  
USA, official business, \$2,500

## Griffith Health

### Pro Vice Chancellor (Health)

Prof A. Cripps (Pro Vice Chancellor):  
Belgium, official business, \$13,336  
China, conference, \$5,781  
Germany, conference, \$1,335  
Republic of Korea (2), official business,  
\$18,218  
United Arab Emirates, official business,  
\$17,185

### Griffith Health Executive

Prof N. Buys (Dean (Learning & Teaching):  
China, official business, \$1,964  
USA, conference, \$2,141

Prof L. Griffiths (Dean (Research):  
China, official business, \$4,757  
Malaysia, official business, \$7,060  
United Arab Emirates, official business,  
\$3,094  
USA, conference, \$5,630

Prof D. Henly (Dean (Academic):  
Canada, official business, \$13,475  
Singapore (2), official business, \$10,436  
United Arab Emirates, official business,  
\$12,621

Mr P. Westwood (Executive Officer):  
Singapore, official business, \$5,452  
United Arab Emirates, official business,  
\$7,323

### School of Dentistry and Oral Health

Dr J. Gao (S. Lect.):  
China (2), conference, \$16,350

Mr S. Hamlet (S. Res. Fell.):  
Spain, conference, \$2,419

Prof A. Itthagaran (Prof. of Paediatric  
Dentistry):  
New Zealand, conference, \$1,843  
Spain, official business, \$954  
Thailand (2), conference, \$3,303

Prof S. Ivanovski (J & J Chair/  
Periodontology):  
Spain, conference, \$5,106

Prof N. Johnson (Prof. of Dental Res.):  
Sri Lanka, official business, \$2,090  
Kenya, research, \$756

Prof R. Lalloo (Colgate Chair):  
Spain, conference, \$4,347

Prof W. Massey (Head of School):  
Canada, conference, \$4,507  
England, conference, \$6,596

A/Prof N. Mattheos (A/ Prof.):  
Netherlands, conference, \$7,800  
Sweden, conference, \$6,269

Dr M. Meer (S. Lect.):  
South Africa, official business, \$1,363

Dr R. Nair (S. Lect.):  
England, conference, \$2,355  
Spain, conference, \$4,333  
Thailand, conference, \$1,422

### School of Human Services and Social Work

Ms P. Chee (Lect.):  
Hong Kong, conference, \$1,671

Prof L. Chenoweth (Prof.):  
Canada, ASP, \$9,151  
Italy, conference, \$6,729

A/Prof J. Clapton (Head of School):  
Italy, official business, \$5,335

Dr J. Clark (Lect.):  
Hong Kong, conference, \$2,775  
India, official business, \$1,936

Dr J. Fowler (S Lect.):  
Canada (2), ASP, \$18,757

Prof E. Kendall (Prof.):  
England, research, \$9,035

## Overseas travel (continued)

Dr S. Larmar (S. Lect.):  
Hong Kong, conference, \$3,958  
India (2), official business, \$5,428

Dr K. Macfarlane (S. Lect.):  
England, official business, \$7,820

A/Prof D. McAuliffe (A/Prof.):  
Hong Kong, conference, \$850

Dr H. Muenchberger (Res. Fell.):  
USA, research, \$6,534

Ms C. Randall (Lect.):  
USA, official business, \$1,765

Dr S. Robinson (Res. Fell.):  
Italy, conference, \$2,146

Dr N. Sunderland (Post Doctoral Res. Fell.):  
Taiwan, conference, \$1,995

A/Prof C. Tilbury (A/Prof.):  
Netherlands, conference, \$4,222

### School of Medical Science

Dr A. Bulmer (Lect.):  
USA, research, \$1,822

Dr N. Colson (Lect.):  
USA, conference, \$1,447

Dr L. Dong (Postdoctoral Res. Fell.):  
China, official business, \$1,846;  
Europe, official business, \$5,635

Dr E. Du Toit (S. Lect.):  
Japan, conference, \$1,887

Prof M. Forwood (Prof.):  
France, research, \$7,673

Dr L. Haupt (Postdoctoral Res. Fell.):  
England, official business, \$1,000;  
USA, research, \$4,434

Prof J. Headrick (Prof.):  
Japan, conference, \$4,014

Mr K. Ito (Res. Fell.):  
USA, conference, \$2,538

Dr M. Kim (Res. Fell.):  
USA, research, \$3,539

A/Prof V. Korolik (A/Prof.):  
USA, conference, \$5,127

Dr R. Lea (S. Lect.):  
New Zealand (13), research, \$19,229

Dr J. Lewohl (Lect.):  
USA, ASP, \$6,232

Dr A. Mellick (Res. Fell.):  
USA, conference, \$6,965

Dr H. Naug (Lect.):  
USA, conference, \$3,259

Prof. J. Neuzil (Prof.):  
Czech Republic, ASP, \$2,404  
South Korea (2), official business, \$5,437

Dr S. Nirthanan (S. Lect.):  
Singapore, research, \$1,816

Dr I. Peak (S. Lect.):  
USA, conference, \$2,490

Dr J. Peart (Res. Fell.):  
USA, conference, \$4,034

Dr D. Pountney (S. Lect.):  
Thailand, conference, \$1,257

Ms M. Stantic (Laboratory Mgr.):  
Czech Republic, research, \$2,007  
New Zealand, conference, \$915

Dr G. Ulett (S. Lect.):  
USA, conference, \$4,499

A/Prof M. Wei (A/Prof.):  
China, conference, \$2,143

### School of Medicine

Dr L. Alldridge (S. Lect.):  
England, conference, \$1,506

Prof A. Lam (Prof.):  
Scotland, conference, \$4,886

Ms E. Milligan (S. Lect.):  
USA, official business, \$1,852

Ms V. Priest (Lect.):  
Thailand, conference, \$1,426

Dr A. Salajegheh (Res. Fell.):  
England, official business, \$2,960

Prof J. Schwartz (Academic Mgr.):  
USA, conference, \$2,032

Prof P. Scuffham (Chair in Health Economics):  
New Zealand, conference, \$3,663  
Singapore, conference, \$932  
Thailand, conference, \$2,448

A/Prof R. Tedman (Dir):  
Scotland, ASP, \$3,263

Dr G. Turkstra (S. Lect.):  
Thailand, conference, \$1,831

Dr J. Whitty (S. Lect.):  
USA, conference, \$2,291

A/Prof M. Yelland (A/Prof.):  
New Zealand, official business, \$1,113

### School of Nursing and Midwifery

Prof L. Aitken (Prof.):  
England, research, \$4,058

Prof S. Borbasi (Prof.):  
England, research, \$4,816

Prof W. Chaboyer (Dir.):  
England, research, \$13,452  
Taiwan, official business, \$2,088  
USA, official business, \$1,756

Ms A. Claydon (Admin. Officer International):  
Singapore, ASP, \$2,537

Prof M. Cooke (Dep. Head of School):  
Taiwan, conference, \$1,764

Dr E. Emmanuel (Lect.):  
Laos, official business, \$1,890

Ms C. Fairweather (Lect.):  
United Arab Emirates (2), official business,  
\$14,434

Ms C. Fenwick (Lect.):  
United Arab Emirates, official business,  
\$11,807

Ms F. Gallagher (Lect.):  
Singapore (5), ASP, \$19,844

A/Prof J. Gamble (Dep. Head of School):  
New Zealand, conference, \$1,678  
South Africa, conference, \$1,888

Dr B. Gillespie (S. Lect.):  
Canada, conference, \$3,363  
Taiwan, conference, \$1,663

A/Prof S. Henderson (Dep. Head of School):  
Taiwan, conference, \$1,993

Ms H. James (S. Lect.):  
Singapore (8), ASP, \$29,800

Prof R. Jester (Head of School UAE):  
United Arab Emirates, official business,  
\$2,829

Dr C. Jones (Res. Fell.):  
Singapore, official business, \$2,059

Ms F. Lin (Lect.):  
Scotland, ASP, \$6,249

Ms D. Massey (Lect.):  
England, conference, \$2,050

Dr M. Mitchell (S. Res. Fell.):  
England, conference, \$6,245

Prof W. Moyle (Dep. Dir.):  
England, research, \$14,136  
Spain, conference, \$11,115  
Taiwan, official business,

A/Prof E. Patterson (Dean & Head of School):  
New Zealand, official business, \$1,092

Dr C. Purcell (S. Lect.):  
Singapore, ASP, \$7,537

Ms H. Rands (A/Lect.):  
Thailand, conference, \$1,708

Prof C. Rickard (Prof.):  
Malaysia, conference, \$1,906

Mr R. Shaban (S. Res. Fell.):  
New Zealand, conference, \$539

A/Prof W. St John (A/Prof.):  
Taiwan, conference, \$1,914  
USA, ASP, \$8,409

Ms M. Tower (U/G Program Coordinator):  
England, conference, \$2,842

Dr L. Venturato (Lect.):  
Taiwan, conference, \$1,437

Ms R. Walker (Lect.):  
Laos, official business, \$1,638

Prof M. Wallis (Chair in Clinical Nursing):  
Taiwan, conference, \$1,917

Prof J. Wollin (Prof.):  
United Arab Emirates (2), official business,  
\$12,166

Dr L. Zhang (Postdoctoral Res. Fell.):  
China, conference, \$1,644

### **School of Pharmacy**

Dr J. Fejzic (Lect.):  
Portugal, conference, \$3,373

A/Prof M. Rathbone (A/Prof.):  
India, research, \$5,869  
USA (2), official business/conference, \$6,034

Prof N. Smith (Prof.):  
England, conference, \$1,437  
Fiji, official business, \$1,091  
France, conference, \$4,063

Dr E. Tiralongo (S. Lect.):  
Germany, conference, \$4,817

### **School of Physiotherapy and Exercise Science**

A/Prof R. Barrett (A/Prof.):  
Canada, conference, \$6,252  
Singapore, conference, \$3,525

Dr N. Cronin (Postdoctoral Fell.):  
England, conference, \$2,640  
Singapore, conference, \$1,749

Dr G. Harrison (S. Lect.):  
USA, conference, \$3,379

A/Prof L. Haseler (A/Prof.):  
Denmark, ASP, \$3,804  
USA, conference, \$4,693

Prof P. Milburn (Head of School):  
Singapore, conference, \$2,650

Dr P. Mills (S. Lect.):  
Singapore, conference, \$2,000

Prof N. Morris (Prof.):  
USA (2), research, \$12,543

Dr G. Reddan (Lect.):  
Germany, official business, \$1,943  
Hong Kong, conference, \$533

A/Prof G. Renshaw (S. Lect.):  
USA, conference, \$2,000

Mr N. Tuttle (S Lect.):  
USA, ASP, \$5,525

### **School of Psychology**

Dr G. Andrews (S. Lect.):  
China, research, \$789

A/Prof G. Bradley (Acting Dep. Head of  
School):  
Germany, ASP, \$5,869

Dr L. Casey (Dir.):  
USA, conference, \$4,501

Prof P. Creed (Prof.):  
USA, conference, \$3,982

Dr T. Cutmore (S. Lect.):  
China, research, \$2,141

Prof S. Dawe (Prof.):  
England (2), conference/research, \$13,234

Dr L. Farrell (Postdoctoral Fell.):  
USA, conference, \$3,370

Dr R. Ford (S. Lect.):  
Canada, conference, \$2,324

Dr T. Hine (S. Lect.):  
USA, conference, \$2,000

Dr L. Hohaus (Dir.):  
Italy, conference, \$2,524

Dr M. Hood (S. Lect.):  
USA, conference, \$1,000

A/Prof L. Jones (Dir.):  
England, ASP, \$8,467  
Netherlands, ASP, \$1,504  
Singapore, conference, \$2,407

A/Prof S. Morrissey (A/Prof.):  
England, official business, \$4,020

Prof D. Nesdale (Prof.):  
Morocco, conference, \$8,319  
Portugal, conference, \$3,246  
USA, research, \$3,590

Dr T. Ownsworth (S. Lect.):  
Poland, conference, \$4,301

Prof D. Shum (Prof.):  
Canada, conference, \$5,862  
China, research, \$4,437  
Hong Kong, conference, \$1,586

Dr A. Waters (Lect.):  
USA, conference, \$4,035

Prof M. Zimmer-Gembeck (Prof.):  
USA, conference, \$4,047

### **School of Public Health**

Mr B. Desbrow (S. Lect.):  
USA, conference, \$2,838

Mr I. Edwards (Lect.):  
England, official business, \$2,508

Dr D. Gray (POP Res. Fell.):  
Philippines, research, \$4,446

Dr N. Harris (S. Lect.):  
Switzerland, conference, \$4,875

Dr M. Leveritt (S. Lect.):  
USA, conference, \$4,077

Ms K. Lilley (Lect.):  
Germany, official business, \$8,435

Dr M. Palmer (Lect.):  
Taiwan, conference, \$3,087

Dr F. Rowe (Lect.):  
India, conference, \$899  
USA, ASP, \$1,696

Dr R. Sadler (S. Lect.):  
Vietnam, official business, \$3,472

A/Prof G. Shaw (Project Mgr.):  
Vietnam, official business, \$2,011

## Overseas travel (continued)

Dr S. Somerset (S. Lect.):  
USA, conference, \$4,411

Prof D. Stewart (Head of School):  
China, research, \$1,820  
Solomon Islands, official business, \$3,107  
Switzerland, conference, \$6,327  
Vietnam (2), conference, \$7,476

Dr J. Sun (S. Lect.):  
China (2), official business,

### **Australian Institute for Suicide Research and Prevention**

Prof D. De Leo (Dir.):  
Italy (2), research, \$18,805

Ms K. Mckay (S. Res. Asst.):  
Czech Republic, conference, \$2,400

Dr A. Milner (Res. Fell.):  
Tonga, official business, \$1,567  
Vanuatu, conference, \$1,680

### **Technical Services (Health)**

Mr G. Cepon (Team Leader):  
New Zealand, official business, \$1,173

Ms K. Ganderton (Technical Officer):  
Singapore, ASP, \$2,336

## Science, Environment, Engineering and Technology

### **Pro Vice Chancellor (Science, Environment, Engineering and Technology)**

Prof S. Berners-Price (Pro Vice Chancellor):  
Singapore, official business, \$4,741  
USA (2), official business/conference, \$21,675

### **Science, Environment, Engineering and Technology Executive**

A/Prof M. Blumenstein (Dean Research):  
India, conference, \$2,679  
Italy, conference, \$4,180  
USA, conference, \$4,190

### **Griffith School of Engineering**

Prof I. Agranovski (Prof.):  
Finland, conference, \$5,954  
Russian Federation (3), research, \$24,464

Prof A. Balasubramaniam (Prof.):  
Taiwan, conference, \$1,351

Dr G. Chai (S. Res. Fell.):  
Japan, conference, \$3,549

Prof S. Dimitrijevic (Prof.):  
Norway, conference, \$2,731  
Serbia, conference, \$2,595  
USA, conference, \$2,452

Dr W. Dong Guo (S. Lect.):  
Switzerland, conference, \$5,123

Dr I. Gratchev (Lect.):  
Tokyo, official business, \$1,487

A/Prof M. Greenway (A/Prof.):  
Kenya, research, \$2,096  
Mexico, conference, \$4,606

A/Prof H. Guan (A/Prof.):  
China, research, \$1,640

Prof B. Harrison (Prof.):  
USA, official business, \$1,990

Dr S. Herat (S. Lect.):  
England, conference, \$3,331  
Japan, conference, \$786  
Vietnam, official business, \$1,017

Dr G. Jenkins (S. Lect.):  
France, conference, \$4,623  
New Zealand, conference, \$856

A/Prof C. Lemckert (Dep. Head of School):  
Iceland, conference, \$5,651

Prof Y. Loo (Prof.):  
France (2), conference/official business, \$32,088;  
Malaysia (2), official business, \$7,425  
Mexico, official business, \$20,121  
Thailand, official business, \$6,696

Prof J. Lu (Prof.):  
China (3), conference, \$10,983

Dr E. Oh (Lect.):  
China (2), official business, \$5,923  
Taiwan, conference, \$1,681

Prof K. Paliwal (Prof.):  
India, conference, \$1,452

Ms C. Patrick (Lect.):  
USA, official business, \$5,146

Dr A. Rahman (Lect.):  
Singapore, official business, \$1,869

Dr D. Rowlands (Lect.):  
Austria, conference, \$2,356  
USA, conference, \$3,172

Prof D. Thiel (Prof.):  
Denmark, ASP, \$14,749

Prof R. Tomlinson (Prof.):  
France, ASP, \$31,628

Dr P. Williams (S. Lect.):  
Mexico, official business, \$4,011

Dr P. Woodfield (Lect.):  
New Zealand, conference, \$436

Prof B. Yu (Head of School):  
Austria, conference, \$3,194  
China, official business, \$5,943

Dr J. Yu (S. Lect.):  
China (3), research, \$3,884

Dr H. Zhang (S. Lect.):  
China, conference, \$1,384

### **Centre for Wireless Monitoring and Application**

Dr D. James (S. Res. Fell.):  
Austria, conference, \$3,826

Dr A. Wixted (Res. Fell.):  
USA, conference, \$1,674

### **Centre for Quantum Dynamics**

Mr J. Combes (Res. Fell.):  
Denmark, conference, \$1,495

### **Queensland Micro and Nanotechnology Centre**

Dr T. Blach (Res. Fell.):  
England, research, \$3,379

Dr T. Gould (Res. Fell.):  
England, official business, \$2,859

Dr J. Han (Res. Fell.):  
Norway, conference, \$4,425

Dr G. Heber (Res. Fell.):  
Canada, conference, \$3,605  
Hong Kong, official business, \$1,343

Mr A. Iacopi (Operations Dir.):  
England, official business, \$3,919

Dr A. James (Res. Fell.):  
India, conference, \$1,506

A/Prof X. Yao (A/Prof.):  
China (6), official business, \$19,163  
France, conference, \$3,161

### **Technical Services – SEET**

Mr R. Diocares (Scientific Officer):  
Canada, conference, \$4,702

## Griffith School of Environment

Prof L. Brown (Prof.):

Bhutan (2), official business, \$25,655

China, research, \$1,763

Hong Kong, research, \$1,888

USA, official business, \$4,782

A/Prof A. Carroll (Dep. Head of School, Gold Coast):

Thailand, conference, \$5,983

Prof C. Catterall (Prof.):

Indonesia, conference, \$1,171

A/Prof J. Chaseling (Adj. A/Prof.):

Finland, official business, \$6,737

Sweden, official business, \$10,647

A/Prof C. Chen (A/Prof.):

China, conference, \$2,725

Solomon Islands, official business, \$1,302

Prof C. Chu (Dir.):

Brazil, conference, \$2,798

China (7), official business, \$21,680

Hong Kong, research, \$3,142

Indonesia, official business, \$5,089

Mongolia, research, \$2,035

Switzerland, conference, \$7,176

Dr S. Clegg (Lect.):

Brazil, conference, \$2,798

Prof D. Connell (Adj. Prof.):

Vietnam, official business, \$2,877

Dr R. Cropp (S. Lect.):

Canada, research, \$5,470

Dr P. Daniels (S. Lect.):

Germany, conference, \$4,996

Thailand, conference, \$1,000

Dr P. Davey (S. Lect.):

Canada, official business, \$2,702

China, conference, \$2,536;

Indonesia (2), official business, \$8,496

Mexico (2), official business, \$10,476

Republic of Korea, conference, \$1,392

Prof R. Drew (Prof.):

Austria, research, \$16,440

Dr J. Ferreira (S. Lect.):

Netherlands, research, \$3,239

A/Prof H. Ghadiri (A/Prof.):

Chile, conference, \$4,375

Prof D. Hawker (Prof.):

Thailand, research, \$3,266

Mr J. Hay (A/Lect.):

USA (2), official business, \$3,965

A/Prof R. Hindmarsh (A/Prof.):

Japan, conference, \$3,810

Prof G. Holden (Discipline Head):

Sri Lanka, official business, \$2,177

Dr C. Howlett (Lect.):

Canada, conference, \$4,151

Prof J. Hughes (Prof.):

USA, conference, \$3,071

A/Prof D. Jones (A/Prof.):

England (2), conference, \$4,862

France, ASP, \$5,057

Netherlands, ASP, \$3,244

New Zealand, official business, \$710

Prof R. Kitching (Dep. Head of School):

China, research, \$2,858

France, official business, \$2,134

Malaysia, research, \$7,331

New Zealand, official business, \$1,371

Prof D. Lambert (Prof.):

USA, research, \$11,175

Dr A. Leach (Lect.):

Portugal, conference, \$6,039

Prof D. Low Choy (Prof.):

China, research, \$1,944

Denmark, official business, \$5,917

Finland, conference, \$5,273

New Zealand, conference, \$895

Prof H. McCallum (Head of School):

England, conference, \$4,288

USA (4), conference, \$20,029

Ms W. Metcalf (Res. Methadologist):

Israel, research, \$1,000

A/Prof C. Pickering (A/Prof.):

Scotland, conference, \$7,142

Dr K. Pitt (S. Lect.):

Argentina, conference, \$6,521

USA (2), official business, \$2,681

A/Prof L. Shutter (A/Prof.):

China, conference, \$3,789

A/Prof N. Sipe (Discipline Head):

New Zealand, conference, \$610

USA (2), conference/research, \$5,146

Dr H. Skates (S. Lect.):

New Zealand, conference, \$1,293

Dr A. Tularam (Lect.):

India, conference, \$2,013

New Zealand (2), conference/official business, \$5,376

Dr J. Warnken (S. Lect.):

Germany, official business, \$1,956

Dr D. Welsh (S. Lect.):

France (2), research, \$9,980

Mr H. Yu (Visiting Fell.):

Singapore, conference, \$2,313

Dr S. Zhang (S. Res. Fell.):

China (3), research, \$7,118

Prof H. Zhao (Prof.):

China (3), research, \$8,827

Republic of Korea, official business, \$4,394

## Australian Rivers Institute

Prof A. Arthington (Prof.):

New Zealand, research, \$693

USA, research, \$3,992

Prof S. Bunn (Dir.):

Canada, official business, \$12,279

China (4), official business, \$3,306

Japan, conference, \$8,448

Puerto Rico, research, \$5,958

USA, conference, \$15,952

A/Prof M. Burford (S. Res. Fell.):

USA (2), conference/research, \$7,874

Dr J. Burton (Res. Fell.):

USA, conference, \$3,523

Dr S. Capon (Res. Fell.):

England, conference, \$2,624

Dr T. Davis (Res. Fell.):

Turkey, conference, \$1,134

Mr S. Faggotter (Res. Asst.):

USA, conference, \$3,386

Ms V. Fry (Res. Asst.):

USA, research, \$3,731

Dr W. Hadwen (Res. Fell.):

USA, conference, \$2,974

## Overseas travel (continued)

Ms J. Haig (Res. Fell.):  
USA, conference, \$2,210

Dr J. Huey (Res. Fell.):  
USA, conference, \$2,245

Dr L. Huynen (Res. Fell.):  
New Zealand, conference, \$1,525

Mr T. Jardine (Res. Fell.):  
USA, conference, \$3,565

Dr M. Kennard (Postdoctoral Res. Fell.):  
USA, official business, \$1,838

Dr C. Leigh (S. Res. Asst.):  
USA, conference, \$2,880

Dr S. Linke (Res. Fell.):  
USA, research, \$1,869

Dr J. Meynecke (Res. Fell.):  
Indonesia, conference, \$3,557

Dr T. Page (Postdoctoral Res. Fell.):  
USA, conference, \$2,446

A/Prof F. Pantus (A/Prof.):  
Germany, research, \$4,047

Dr T. Pietsch (Res. Fell.):  
New Zealand, conference, \$660

A/Prof P. Pollard (S. Res. Fell.):  
USA, conference, \$7,185

Dr S. Subramanian (Postdoctoral Res. Fell.):  
India, research, \$1,587

Miss A. Toon (Res. Fell.):  
Brazil, conference, \$2,495

Dr B. Woodward (Dep. Dir.):  
USA, official business, \$1,983

A/Prof K. Yin (A/Prof.):  
China (4), official business, \$9,275  
Hong Kong, research, \$2,410  
USA, research, \$7,915

### **Atmospheric Environment Research Centre**

Dr E. Usachev (Res. Member):  
Russia, research,

### **Centre for Coastal Management**

Dr A. Golshani (Res. Fell.):  
China, conference, \$3,590;  
Germany, official business, \$3,785

Ms S. Kirkpatrick (Project Coordinator):  
USA, conference, \$3,716

Dr R. Richards (Res. Fell.):  
Canada, conference, \$3,679

Dr M. Sano (Res. Fell.):  
England, official business, \$4,789

Dr K. Splinter (Res. Fell.):  
Canada, research, \$3,240  
China, conference, \$3,481  
USA (2), official business, \$8,116

### **Centre for Ecotourism Research**

Prof R. Buckley (Dir.):  
Taiwan, official business, \$1,118

Dr A. Coghlan (Res. Fell.):  
South Africa, research, \$5,176

### **Centre for Urban research**

Prof S. Baum (Prof.):  
China (4), research, \$11,318  
Malaysia, conference, \$2,246  
Singapore, research, \$1,365  
Turkey, conference, \$5,724

Dr M. Burke (Res. Fell.):  
USA, conference, \$4,073

Prof P. Burton (Dep. Dir.):  
Spain, conference, \$3,112

Ms C. Desha (A/Lect.):  
Ireland, conference, \$1,099  
Japan, conference, \$3,790

Prof B. Gleeson (Dir.):  
England, conference, \$3,205

Mr K. Hargroves (Res. Fell.):  
Japan, conference, \$5,808

Dr S. Horton (Centre Mgr.):  
England, conference, \$2,526

Dr T. Li (Res. Fell.):  
Hong Kong, conference, \$1,871

Dr W. Steele (Res. Fell.):  
Finland, conference, \$3,113  
USA, conference, \$3,132

Ms J. Wadsworth (S. Res. Officer):  
Denmark, research, \$3,290  
New Zealand, conference, \$437

A/Prof G. Woolcock (A/Prof.):  
Malaysia, conference, \$3,275

### **International Centre for the Management of Pest Fruit Flies**

Ms M. Romig (Res. Asst.):  
Austria, official business, \$14,633

### **Environmental Futures Centre**

Dr T. Blumfield (Res. Fell.):  
Solomon Islands (3), research, \$19,370

Dr E. Narayan (Res. Fell.):  
Fiji (2), research, \$1,235  
New Zealand (2), official business, \$6,815

### **Smart Water Research Centre**

Dr F. Leusch (Res. Fell.):  
Canada, conference, \$6,548

Mr L. Little (Chief Executive Officer):  
Canada, conference, \$3,114

### **School of Biomolecular and Physical Sciences**

Dr Y. Anissimov (S. Lect.):  
England, ASP, \$7,791

Dr S. Ashmore (S. Lect.):  
Portugal, conference, \$3,792

A/Prof P. Bates (Head, Griffith Aviation):  
Canada, official business, \$26,311  
Hong Kong, official business, \$2,403  
USA, conference, \$5,918

Prof D. Bernhardt (Prof.):  
India, conference, \$1,529

Dr J. Brownlie (Lect.):  
USA, conference, \$6,379

Dr E. Cavalcanti (Res. Fell.):  
USA (2), research, \$6,098

Prof F. Clarke (Head of School):  
China, official business, \$2,138

Dr I. Cock (Lect.):  
Jordan, conference, \$1,902

Prof J. Dobson (Prof.):  
Germany, conference, \$4,245  
Switzerland, conference, \$5,683

Prof R. Drew (Prof.):  
Japan, ASP, \$1,809  
Portugal, ASP, \$10,263

Prof E. Gray (Prof.):  
England, research, \$8,018  
USA, conference, \$5,046

Prof G. Hope (Prof.):  
Canada, conference, \$4,305  
China (2), research, \$12,614

A/Prof P. Johnston (A/Prof.):  
New Zealand, conference, \$2,281  
Sweden, conference, \$4,340

A/Prof D. Kiepinski (A/Prof.):  
Germany, conference, \$2,306  
USA, conference, \$3,298

A/Prof I. Litvinyuk (A/Prof.):  
Republic of Korea, official business, \$1,629  
Republic of Korea, conference, \$2,923  
USA, conference, \$9,757

A/Prof A. Lopez (A/Prof.):  
Japan, official business, \$920

Prof I. Lowe (Emeritus Prof.):  
England, conference, \$3,686

Prof A. Mackay-Sim (Prof.):  
England, official business, \$4,361  
Islamic Republic of Iran, conference, \$2,139

Dr T. Mavin (S. Lect. (Aviation),  
New Zealand, official business, \$1,689

A/Prof G. Mellick (A/Prof.):  
Canada, conference, \$2,733  
Singapore, conference, \$1,083

A/Prof P. Murray (A/Prof.):  
Canada, conference, \$6,472

Prof B. Patel (Prof.):  
Colombia, ASP, \$5,547  
India, research, \$1,305  
Singapore, official business, \$1,727  
USA, research, \$4,623

A/Prof G. Pryde (A/Prof.):  
Sweden, conference, \$5,423  
USA, official business, \$951

Dr H. Stratton (S. Lect.):  
Canada, conference, \$7,904

Dr E. Streed (Res. Fell.):  
USA, conference, \$8,366

A/Prof J. Vaccaro (A/Prof.):  
England, ASP, \$2,126  
Italy, conference, \$4,216

A/Prof D. Watters (A/Prof.):  
USA, conference, \$1,396

Dr J. Webb (Lect.):  
France, research, \$8,738  
Switzerland, research, \$6,789  
USA, ASP, \$4,016

Dr C. Wells (S. Lect.):  
China, conference, \$1,556  
USA (3), research, \$10,975

Dr M. Williams (S. Lect.):  
USA, conference, \$1,723  
Malaysia, research, \$876

Prof H. Wiseman (Prof./Federation Fell.):  
Denmark, conference, \$2,024  
India, conference, \$2,685  
USA, conference, \$5,118

Prof Z. Xu (Prof.):  
China (4), research, \$14,758  
Solomon Islands, official business, \$1,302

A/Prof D. Young (A/Prof.):  
Singapore (2), research, \$4,862

### **School of Information and Communication Technology**

Dr J. Beekhuizen (Lect.):  
USA, conference, \$3,597

A/Prof D. Billington (A/Prof.):  
USA, official business, \$2,399

Prof V. Estivill-Castro (Prof.):  
Hong Kong, conference, \$3,439  
New Zealand, research, \$1,688  
Spain (2), conference, \$7,802

A/Prof M. Ford (A/Prof.):  
Italy, conference, \$2,776;  
New Zealand, conference, \$314  
USA, ASP, \$2,406

Dr R. Hexel (Dep. Head of School):  
Austria (2), conference, \$6,276

Dr J. Jo (S. Lect.):  
Republic of Korea (2), research, \$4,294

Dr A. Lewis (Adj. S. Lect.):  
Russia, conference, \$2,445  
Spain, conference, \$2,210

A/Prof A. Liew (A/Prof.):  
Korea, official business, \$2,682

Dr V. Muthukumarasamy (S. Lect.):  
Sri Lanka, research, \$1,733

Dr O. Noran (Lect.):  
Greece, official business, \$2,710

Dr W. Pullan (Dep. Head of School):  
Spain, conference, \$3,318

A/Prof T. Rout (A/Prof.):  
Japan, official business, \$3,786  
Portugal, conference, \$2,969

Dr B. Rowlands (Lect.):  
USA, conference, \$3,610

Prof A. Sattar (Prof.):  
Canada, conference, \$4,742  
India (2), official business, \$9,267  
Japan, official business, \$828  
Serbia, conference, \$10,081

Dr B. Stantic (S. Lect.):  
Austria, conference, \$3,787  
Czech Republic, conference, \$4,584

A/Prof J. Thornton (A/Prof.):  
Germany, research, \$2,264

Dr D. Tuffley (Lect.):  
Italy (2), conference, \$4,587

A/Prof L. Von Hellens (A/Prof.):  
USA, conference, \$2,818

Dr J. Wang (S. Lect.):  
China, ASP, \$3,716  
Japan, conference, \$1,916

A/Prof K. Wang (A/Prof.):  
China, ASP, \$5,647  
Portugal, conference, \$3,661

### **Eskitis**

A/Prof V. Avery (Chief Investigator):  
China, conference, \$2,295  
Switzerland, official business, \$11,291  
USA, conference, \$6,608

Dr B. Bellette (Res. Fell.):  
New Zealand, conference, \$570

Mr B. Cavanagh (Res. Asst.):  
England, research, \$5,574

Dr A. Chalk (Res. Fell.):  
USA, conference, \$2,240

Dr F. Chehrehasa (Res. Fell.):  
Islamic Republic of Iran, conference, \$3,121

Ms J. Cochrane (Res. Asst.):  
England, research, \$4,185

A/Prof M. Coster (Chief Investigator):  
Norway, conference, \$6,628

Dr R. Davis (Group Leader):  
USA, official business, \$1,716

Ms S. Duffy (S. Res. Asst.):  
USA, conference, \$6,665

Dr J. Ekberg (Res. Fell.):  
Czech Republic, conference, \$2,450

Dr Y. Feng (S. Res. Fell.):  
China, research, \$22,036

Mr O. Korn (Res. Asst. (Software Engineer):  
USA, official business, \$3,495

Dr J. Magolan (Res. Fell.):  
USA, conference, \$2,212

Dr S. Manzanero Alonso (Res. Asst.):  
Spain, official business, \$2,261

Dr A. Meedeniya (S. Res. Fell.):  
England, research, \$5,000

## Overseas travel (continued)

A/Prof S. Poulsen (Chief Investigator):  
China, conference, \$2,563

Prof R. Quinn (Dir.):  
Belgium, official business, \$13,051  
Thailand, conference, \$3,501  
USA, official business, \$3,044  
USA (2), conference, \$29,305

Dr J. St John (Group Leader):  
Czech Republic, conference, \$2,450

Mr S. Toms (Instrument Engineer):  
USA, official business, \$1,391

Dr S. Wood (Group Leader):  
Singapore, conference, \$1,113

### **Institute for Glycomics**

A/Prof H. Blanchard (Res. Leader):  
England, research, \$3,259

Dr N. Brown (Res. Fell.):  
Canada (2), official business, \$5,386

Dr C. Davis (General and Business Mgr.):  
USA (2), official business, \$7,319

Prof M. Good (Australia Fell.):  
USA, conference, \$8,934

Mr P. Guillon (Res. Fell.):  
China, official business, \$1,814

Dr F. Jen (Res. Fell.):  
Canada, official business, \$3,286

Prof M. Jennings (Dep. Dir.):  
Canada, conference, \$12,480  
USA (2), research, \$16,875

Dr M. Kiefel (Res. Leader):  
Scotland, ASP, \$3,528

Dr Y. Srikhanta (Res. Fell.):  
Canada, conference, \$6,451

Prof M. von Itzstein (Executive Dir.):  
American Samoa, conference, \$9,202  
China, official business, \$2,528  
Hong Kong, official business, \$3,734  
Taiwan, official business, \$5,627  
USA, official business, \$10,101

Dr J. Wilson (Res. Leader):  
Scotland, research, \$5,699

### **Institute for Integrated and Intelligent Systems**

Ms N. Dunstan (Executive Asst.):  
India, conference, \$1,708

Dr S. So (Lect.):  
Japan, official business, \$2,394

A/Prof K. Su (ARC Future Fell.):  
China, official business, \$2,650  
Hong Kong (2), research, \$6,527  
USA, conference, \$9,700

### **National Climate Change Adaptation Research Facility**

Mr R. McKellar (Dep. Dir. (Res. Mgr.):  
New Zealand (7), official business, \$2,167

Prof J. Palutikof (Dir.):  
China, conference, \$5,657  
France, official business, \$12,795  
Thailand, conference, \$4,121  
USA, conference, \$5,473

Ms M. Waschka (Knowledge Adoption Mgr.):  
Mexico, conference, \$7,291

## Administrative and Academic Support Elements

### **Office of the Vice Chancellor**

Mr M. Boath (Dir. (Protocol and Events):  
Canada, official business, \$6,950  
Hong Kong, official business, \$6,258  
USA, official business, \$7,527

Ms L. Forde (Chancellor):  
Canada, official business, \$17,813  
Hong Kong, official business, \$11,091

Prof I. O'Connor (Vice Chancellor):  
Canada, official business, \$19,885  
China (2), official business, \$22,310  
Hong Kong, official business, \$10,129  
USA, official business, \$19,366

### **Deputy Vice Chancellor and Provost**

Prof M. McMeniman (Dep. Vice Chancellor and Provost):  
USA, conference, \$17,469

### **Provost Gold Coast and Logan campuses**

Prof M. Standage (Provost Gold Coast and Logan):  
USA, official business, \$8,717

### **Development and Alumni Office**

Ms H. Anderson (Alumni Relations Coordinator):  
Hong Kong, official business, \$3,916

Ms F. MacAnally (Development and Alumni Coordinator):  
Canada, official business, \$4,388

Ms P. McGarr (Dir.):  
Hong Kong, official business, \$4,169  
USA, official business, \$21,520

Ms J. Robinson (Executive Officer):  
Hong Kong, official business, \$2,465

### **External Relations**

Ms H. Dunn (Dir.):  
Hong Kong, official business, \$3,217

Ms M. Frame (Communications Mgr.):  
Canada, official business, \$942

### **Indigenous Policy & Community Engagement**

Prof. B. Robertson (Prof.):  
Norway, conference, \$6,286

Ms V. Speechley (Admin Asst./Project Officer):  
Norway, official business, \$1,400

### **Griffith Review**

Dr J. Schultz (Editor):  
USA (2), official business, \$7,647

### **Deputy Vice Chancellor (Academic)**

Mr L. Albert (Project Officer):  
England, official business, \$2,500

Prof S. Spence (Dep. Vice Chancellor (Academic):  
USA, conference, \$12,577

### **Griffith Institute for Higher Education**

Ms M. Buckridge (Lect.):  
England, conference, \$2,668

Prof K. Krause (Dir.):  
England, official business, \$2,305

Dr R. Moni (S. Lect.):  
Denmark, conference, \$6,400

Dr C. Smith (A/Dir.):  
New Zealand, official business, \$747

### **Office of Student Recruitment**

Mr J. Miles (Dir.):  
USA, conference, \$3,739

## Deputy Vice Chancellor (Research)

Prof N. Pankhurst (Dep. Vice Chancellor  
(Research):  
USA, conference, \$16,805

### Griffith Enterprise

Mr N. Mathiou (Dir.):  
USA, conference, \$18,562

Dr S. Newman (Business Development Mgr.):  
Canada, official business, \$4,084  
USA, official business, \$3,535

## Pro Vice Chancellor (Information Services)

Ms L. O'Brien (Pro Vice Chancellor):  
England, conference, \$11,927

### Information and Communication Technology Executive

Mr B. Callow (Dir.):  
USA, conference, \$5,232

### Information and Communication Technology Services

Mr S. Bishop (A/Dir.):  
USA, conference, \$1,889

Ms B. Buckley (Project Mgr.):  
Hong Kong, conference, \$4,944  
USA, conference, \$5,003

Mr K. Grant (Mgr.):  
China, conference, \$2,257

Ms W. Karsdorp (Web Developer):  
USA, official business, \$4,256

Ms E. Little (Team Leader):  
USA, conference, \$1,190

Mr M. Lye (Computer Support Officer):  
New Zealand, conference, \$1,647

Mr T. Neaton (S. Architect):  
USA, conference, \$5,061

Mr N. Sharma (A/Dir.):  
USA, conference, \$2,204

Mr B. Tucker (System Engineer):  
China, conference, \$1,994

### Learning and Teaching

Mr K. Ashford-Rowe (Dir.):  
USA, conference, \$4,076

Ms T. Davern (Learning Adviser):  
New Zealand, conference, \$1,186

Ms S. Ermer (Mgr.):  
New Zealand, conference, \$1,265

## Pro Vice Chancellor (International)

Mr C. Madden (Pro Vice Chancellor):  
Canada, official business, \$27,459  
Brunei, official business, \$7,097  
South Korea, official business, \$6,787

### Griffith International

Ms S. Brooks (Admissions Officer):  
Taiwan, official business, \$2,820

Ms L. Chappell (S. Mgr.):  
France, official business, \$16,230  
United Arab Emirates, official business,  
\$8,876

Ms M. Corona (International Relations  
Officer):  
Mexico, conference, \$2,483

Mrs K. Hinchcliffe (Admissions Officer):  
Chile, official business, \$4,895

Mr M. Holder (Mgr.):  
Canada, conference, \$2,571

Ms M. Kazoun (Financial Aid and Sponsorship  
Officer):  
Canada, conference, \$1,783

Ms B. Long (Mgr.):  
New Zealand, conference, \$1,131

Ms L. Mack (AusAID Liaison Officer):  
Laos, official business, \$2,862

Miss M. Maller (Coordinator):  
Vietnam, official business, \$5,339

Ms Y. Miyazawa (Admissions Officer):  
Denmark, official business, \$9,431

Ms J. Wong (Admissions Officer):  
Taiwan, conference, \$3,401

### Griffith English Language Institute

Mr B. Archer (Administration Officer):  
Singapore, conference, \$1,185

Ms N. Brigg (Dir.):  
China, official business, \$3,143  
Singapore, official business, \$1,419

Mrs J. Collyer (Student Centre Mgr.):  
New Caledonia, official business, \$741

Ms S. Guinea (Marketing Coordinator): Taiwan  
(2), official business, \$6,211

Ms P. Humphreys (IELTS Mgr.):  
Singapore, conference, \$2,185

Mr I. Johnson (DOS, ELEP):  
Japan, official business, \$1,857  
Korea, official business, \$2,195

Ms R. Keogh (Co-ordinator):  
China (2), official business, \$14,035  
Malaysia, conference, \$2,857

Ms I. Loon (Dir. Marketing & Development):  
Brazil, official business, \$12,881  
Japan, official business, \$7,923  
Korea, official business, \$6,159  
Qatar, official business, \$3,266  
United Arab Emirates, official business,  
\$7,245

Ms A. McCarthy (Institute Mgr.):  
China, official business, \$2,449

Mr J. Smith (ADOS):  
USA, official business, \$1,813

Ms M. Williamson (Student Centre Mgr.):  
New Caledonia, official business, \$741

### International Marketing and Business Development Unit

Ms K. Agnew (Mgr.):  
Vietnam (2), official business, \$16,666

Ms A. Banning (Acting International Project  
Mgr.):  
Fiji, official business, \$1,532  
Kiribati, official business, \$6,533  
New Zealand, official business, \$2,249  
Thailand (2), official business, \$4,394  
Vietnam, official business, \$4,452

Mr A. Bradley (Regional Mgr.):  
Canada, conference, \$16,598  
South Africa, official business, \$15,408

Ms M. Carey (Student Contact Officer):  
Kiribati, official business, \$699

Ms C. Graham (Exchange Co-ordinator):  
England, conference, \$8,232  
USA, conference, \$7,658

Ms A. Hammond (Dir.):  
France, conference, \$14,344  
Mexico, official business, \$18,372  
Saudi Arabia, official business, \$15,885  
Singapore, official business, \$5,229  
South Africa, official business, \$18,353  
USA, official business, \$34,513  
Vietnam, official business, \$6,773

## Overseas travel (continued)

Ms G. Hartney (Regional Mgr.):  
Chile, official business, \$27,483  
Ecuador, official business, \$7,601  
Mexico, official business, \$16,652

Mr J. Johnston (Marketing Mgr.):  
French Polynesia, official business, \$4,465  
Indonesia (2), official business, \$19,073  
Japan (2), official business, \$21,932  
Papua New Guinea, official business, \$2,076  
South Korea (2), official business, \$12,274

Ms J. Lambert (Study Abroad Coordinator):  
Germany, official business, \$8,869  
Mexico, official business, \$5,134  
USA, official business, \$1,671

Mr R. Mankad (Regional Dir.):  
India (22), official business, \$66,229  
Jordan, official business, \$4,247  
Kuwait (2), official business, \$2,891  
Turkey (4), official business, \$25,116  
United Arab Emirates (7), official business, \$16,237  
USA, official business, \$12,074

Mrs A. Moody (International Project Officer):  
Fiji, official business, \$2,910  
New Zealand, official business, \$829

Mr W. Muller (Lect.):  
Norway, official business, \$2,983

Ms S. Pinalli (Coordinator):  
Malaysia (2), official business, \$7,790  
Singapore (4), official business, \$8,969

Ms H. Piper (Mgr.):  
France, conference, \$7,010  
USA (2), official business, \$10,901

Ms K. Rennick (Exchange Adviser):  
USA (2), official business, \$10,231

Mrs C. Toh (Marketing Asst.):  
China, official business, \$2,331  
Hong Kong, official business, \$1,501  
Singapore, official business, \$1,268  
Taiwan, official business, \$2,926  
USA, official business, \$5,677

Mr T. Toh (Regional Dir.):  
China (6), official business, \$59,796  
Hong Kong, official business, \$15,192  
Taiwan, official business, \$17,139  
USA, official business, \$47,021

### Pro Vice Chancellor (Administration)

#### Academic Administration

Ms S. Baumanis (S. Graduations Officer):  
Canada, official business, \$4,005  
Hong Kong, official business, \$5,030

Ms G. Fyffe (Career Development Officer):  
USA, official business, \$1,498

Ms N. Graham (Mgr):  
China, official business, \$3,378

Ms T. Holland (Room Bookings Coordinator):  
New Zealand, conference, \$1,191

Ms W. Lui (Coordinator):  
China, conference, \$1,789

Ms A. McGrath (Graduations Mgr.):  
Canada, official business, \$10,407  
Hong Kong, official business, \$4,148

Ms C. Power (Graduations Officer):  
Canada, official business, \$4,005

Mr G. Wood (Graduations Officer):  
Hong Kong, official business, \$4,203

#### Griffith Honours College

Ms K. Holmes (Program Coordinator):  
Cambodia, official business, \$1,203

Dr J. McConachie (Mgr.):  
Czech Republic, official business, \$7,403  
Germany, official business, \$4,334  
Nepal, official business, \$1,975

#### Human Resource Management

Ms E. Bayles (Mgr.):  
USA, conference, \$3,686

Mr S. Pitman (Mgr.):  
Singapore, conference, \$1,673

#### Legal Services

Mr G. Miller (Legal Officer):  
Austria, official business, \$3,765

#### Planning and Financial Services

Mr T. Case (Insurance & Risk Management Officer):  
New Zealand, conference, \$1,575

Mr R. Srinivasan (Dir.):  
Hong Kong, official business, \$17,987

# Appendix—Indicators and targets

**Explanatory note.** In May 2010, Council approved a revised set of Strategic Plan KPIs including equity indicators in recognition of the Commonwealth Government's policies on social inclusion. The new indicators are also consistent with sector-wide definitions so as to enable national comparisons. As a consequence, some historical data in the following tables has been recalculated and may not match with that of previous annual reports.

## Item 1.0 Research

### 1.1 External research income

**Target:** To increase external research income by 10% per annum.

**Definition:** Research income is reported in the annual Australian Government Higher Education Research Data Collection (HERDC) for the base year.

**Indicators:**

Year	2006	2007	2008†	2009	2010*	2011	2012	2013
Actual income \$M	\$36.0	\$42.6	\$51.7	\$63.1	\$65.5			
Target Income \$M				\$56.9	\$62.6	\$68.8	\$75.7	\$83.3

† Base year for target projection

\*Preliminary at the time of publication

**Comment:** The University's external income for 2009 as reported via the HERDC was \$63.1 million, an increase of 22% over the 2008 figure. The external research income for 2010 will not be known until the HERDC data is submitted to the Commonwealth Government at the end of June 2011. Preliminary figures for 2010 indicate research income exceeding the target.

### 1.2 Publications points

**Target:** To achieve an average growth in publications points of 5% per annum over the period 2009 to 2013.

**Definition:** Research output is calculated as 'Publication Points'. Publication Points are reported in the annual Australian Government HERDC for the base year.

**Indicators:**

Year	2006	2007	2008†	2009	2010*	2011	2012	2013
Actual publication points	1218	1322	1369	1495				
Target publication points				1410	1496	1600	1683	1796

† Base year for target projection

\* Data not yet available

**Comment:** In 2009 publication points, as reported via the HERDC increased by 7.3% compared to 2008. Data for 2010 is not yet available. Publication points have grown since 2006 whilst at the same time there has been a refocusing on quality over quantity. Book numbers/chapters and journal articles in quality journals have achieved higher growth with conference papers continuing to record steady growth. This should hold the University in good stead with the proposed new indicators under the forthcoming Excellence in Research for Australia (ERA) regime placing more weight on publications in quality journals and citations.

### 1.3 Quality measure of research publications

This indicator is expected to be based on the research journal rankings being developed by the Australian Research Council (ARC) as part of the ERA initiative. This will commence once ERA rankings are finalised.

### 1.4 Research-active staff

**Target:** 60% of the University's academic staff to be research-active by 2013.

**Definition:** Percentage of full-time/fractional full-time 'research only' and 'teaching and research' academic staff who are research-active. To be considered research-active, a staff member must be employed on a Griffith work profile that includes research and produce a minimum of six research outputs (HERDC publications) for each rolling six-year period. Early career researchers must have at least one qualifying output per year since award of their PhD.

**Indicators:**

Year	2006	2007	2008	2009	2010*	2011	2012	2013
% of Research-active staff—actual results	47.0%	55.0%	57.5%	59.5%				
Research-active staff—future targets					51.2%	52.2%	56.5%	60.0%

\*Data not yet available

**Comment:** In 2009, the inclusion of creative arts output as part of ERA has contributed to an improvement in the result and the percentage of research-active staff is already very close to the target of 60%. Data for 2010 is not yet available.

### 1.5 Higher degree by research (HDR) commencements

**Target:** To increase HDR commencements by 5% per annum.

**Definition:** HDR commencements are taken from the annual Higher Education Student Data Collection.

**Indicators:**

Year	2006 <sup>†</sup>	2007	2008	2009	2010	2011	2012	2013
Actual HDR commencements	254	320	249	279	320			
Target HDR commencements		267	280	294	309	324	340	357

<sup>†</sup> Base year for target projection

**Comment:** HDR commencements increased in 2010 over 2009 and the growth is attributable in part to the University's HDR recruitment strategy, including expansion of available scholarships and the Virtual Research Week. The University is exploring strategies to attract more HDR students in future years, the achievement of which will be supported by the provision of additional scholarships and stipends to attract high quality candidates. The University's investment in the Areas of Strategic Investment should also assist positively with this indicator.

### 1.6 Higher degree by research (HDR) completions

**Target:** To increase HDR completions by 5% per annum.

**Definition:** HDR completions are taken from the annual Higher Education Student Data Collection.

**Indicators:**

Year of Completion	2006 <sup>†</sup>	2007	2008	2009	2010	2011	2012	2013
Actual HDR completions	163	174	147	155	171			
Target HDR completions		171	180	189	198	208	218	229

<sup>†</sup> Base year for target projection

**Comment:** Griffith's HDR completions registered an improvement in 2010. The University is continuing to explore strategies to improve completion rates, taking into account the mix between full-time and part-time candidates, average time for completion and the level of HDR commencements in preceding years amongst other things.

## Item 2.0 Learning and teaching

### 2.1 Bachelors degree retention

**Target:** To exceed the national average for retention by 2013.

**Definition:** The retention rate is the proportion of all non-international non-graduating bachelors degree students enrolled at the census date in semester one of a year (the base year) who are enrolled in any Griffith program at that census date in semester one of the next year. Therefore 2009 represents the 2008 non-graduate bachelor students returning in 2009. Programs are benchmarked by fields of education (FOE) nationally.

**Indicators:**

Bachelors degree retention	2006	2007	2008	2009	2010	2011	2012	2013
% Retained actual	78.8%	80.0%	78.9%	81.1%	81.2%			
% Retained target					80.5%	81.1%	82%	83.2%
% Retained national	80.1%	80.8%	80.8%					

**Comment:** The retention rate for Griffith has been largely steady over the years with the 2009 result close to or exceeding the national average. The result in 2010 shows a further small improvement over 2009.

### 2.2 Course Experience Questionnaire (CEQ)—Overall Satisfaction Index

**Target:** To exceed the national average for overall satisfaction by 2013.

**Definition:** The Overall Satisfaction Index (OSI) is based on a single question relating to overall satisfaction with their university experience and is determined by the percentage agreement of all non-international and international graduating bachelors degree respondents. Percentage agreement is calculated as the ratio of the number of responses with an answer of 4 (agree) or 5 (strongly agree) on a scale of 1 to 5 about being satisfied with their experience, as a proportion of the total number of responses. Where respondents provide information for two majors, both responses are included.

The results in any given year pertain to student cohorts from the previous year. The 2009 results are based on student graduates from 2008.

**Indicators:**

**CEQ Overall Satisfaction Index (agreement rates)**

Year of survey	2006	2007	2008	2009	2010	2011	2012	2013
Actual results	67.0%	62.9%	60.1%	62.0%	80.0%			
Future targets					63.0%	64.5%	67.0%	70.5%
National average	69.7%	70.7%	69.7%	69.3%				

**Comment:** Griffith's Overall Satisfaction score improved from 62% in 2009 to 80% in 2010. This is a very creditable achievement following the implementation of targeted initiatives aimed at improving overall student experience including the efforts of the program convenors that have carefully monitored and responded to student course evaluation feedback.

## Appendix — Indicators and targets (continued)

### 2.3 Course Experience Questionnaire (CEQ)—Good Teaching Scale

**Target:** To exceed national average for good teaching by 2013.

**Definition:** Good Teaching Scale (GTS) is based on six specific questions and is determined by the percentage agreement of all non-international and international graduating bachelors degree respondents. It is calculated as the ratio of the number of students who responded with an average rating of 3.5 or above (on a scale of 1 to 5 for the six questions), as a proportion of the total number of students who responded to those items. Where respondents provide information for two majors, both responses are included. Responses with less than 4 completed items are excluded. The results in any given year pertain to student cohorts from the previous year. The 2009 results are based on student graduates from 2008.

**Indicators:**

#### CEQ Good Teaching Scale (agreement rate)

Year of Survey	2006	2007	2008	2009	2010	2011	2012	2013
Actual results	50.7%	47.4%	46.3%	47.6%	63.0%			
Future targets					50.0%	51.1%	52.5%	55.0%
National average	51.5%	53.6%	54.2%	54.9%				

**Comment:** Griffith's Good Teaching score improved from 47.6% in 2009 to 63% in 2010. This is a very creditable achievement following the implementation of targeted initiatives including the efforts of the program convenors that have carefully monitored and responded to student course evaluation feedback.

### 2.4 Graduate success

**Target:** To exceed the national average for graduate success by 2013.

**Definition:** Graduate success (GS) is the proportion of all non-international and international bachelor graduates who reported in the Graduate Destination Survey that they were in full-time study or full-time work, as a proportion of all those who were in full-time study, full-time work or seeking full-time work.

The results in any given year pertain to student cohorts from the previous year. The 2009 results are based on student graduates from 2008.

**Indicators:**

#### Graduate success (%)

Year of survey	2006	2007	2008	2009	2010	2011	2012	2013
Average results	81.3%	85.1%	84.5%	80.2%	77.8%			
Future targets					81.7%	82.7%	84.3%	86.2%
National average	85.7%	87.0%	86.9%	81.7%				

**Comment:** Griffith's average result is showing a declining trend commensurate with trends in the national average which declined at a faster rate until 2009 thereby allowing Griffith to close the gap. The 2010 national average data is not yet available. Undoubtedly the results in 2009 and 2010 have been affected by the global financial crisis.

## 2.5 Domestic postgraduate coursework load

**Target:** Achieve a 40% increase in domestic coursework postgraduate teaching load over the period 2009 to 2013.

**Definition:** Domestic coursework postgraduate load is taken from the annual Higher Education Student Data Collection and includes students that enrol as Full Fee-paying Postgraduate (FPPG) and Commonwealth Grant Scheme (CGS).

**Indicators:**

Year	2006	2007	2008	2009	2010	2011	2012	2013
Actual results	1394	1479	1709	2050	2219*			
Future targets					2441	2703	2854	2938

\* Preliminary at the time of publication

**Comment:** Domestic postgraduate coursework load has achieved strong growth, registering an 8.2% growth in 2010 over 2009.

## 2.6 Overall Positions (OPs) 1 to 8 share of QTAC

**Target:** By 2013 for Griffith to enrol 15% of all OP 1 to 8 eligible students who apply through the Queensland Tertiary Admissions centre (QTAC).

**Definition:** This indicator is measured as the percentage of commencing undergraduate students who apply through QTAC and enrol at Griffith in a year who enter with OP 1 to 8 or equivalent as a percentage of the entire OP 1 to 8 QTAC cohort who enrol at any Queensland institution.

**Indicators:**

Year	2006	2007	2008	2009	2010	2011	2012	2013
Actual results	13.5%	13.3%	14.4%	14.3%	14.7%			
Future targets					14.4%	14.5%	14.7%	15.0%

**Comment:** The percentage of commencing undergraduate students with OP 1 to 8 who apply through QTAC/UAC (University Admissions Centre, based in New South Wales) and enrol into Griffith has increased over the period 2006 to 2010. The expansion of the University's scholarship programs and the establishment of the Griffith Honours College together with an expanded array of professional programs in Health have been instrumental in improving performance against this indicator. Data for 2011 is not yet available. In 2010, Griffith enrolled 2379 students in the OP 1 to 8 range which resulted in an improvement in the percentage share over 2009.

## Appendix — Indicators and targets (continued)

### Item 3.0 Equity

#### 3.1 Low socioeconomic status (SES) participation

**Target:** Exceed national average for low socioeconomic participation by 2013 and aim to reach the government's target of 20% by 2020.

**Definition:** Socioeconomic status background: The socioeconomic status of an applicant is measured by applying the Australian Bureau of Statistics SEIFA Index of Education and Occupation to the postcodes of the applicant's permanent address. The participation rate is the percentage of all students who are from low SES backgrounds.

**Indicators:**

##### Low socioeconomic participation rate (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	14.9%	14.5%	14.4%	13.8%				
Future targets					14.2%	14.7%	15.3%	16.0%
National average	14.8%	15.0%	15.1%					

\* Data not yet available

**Comment:** The participation of students from low socioeconomic status at Griffith is close to national average.

#### 3.2 Low socioeconomic status (SES) retention

**Target:** Maintain performance for low socioeconomic retention to be above national average and continue improvement.

**Definition:** Socioeconomic status background: The socioeconomic status of an applicant is measured by applying the Australian Bureau of Statistics SEIFA Index of Education and Occupation to the postcodes of the applicant's permanent address.

The retention rate is the proportion of all non-graduating students enrolled in the base year who are also enrolled in any Griffith program in the next year. Therefore 2009 represents the 2008 non-graduate bachelor students returning in 2009.

**Indicators:**

##### Low socioeconomic retention rate (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	77.6%	77.0%	77.8%	79.7%				
Future targets					80.1%	80.7%	81.6%	82.9%
National average	78.1%	78.1%	77.3%					

\* Data not yet available

**Comment:** Griffith's achievement in low SES retention is at about the national average.

### 3.3 Low socioeconomic status (SES) success

**Target:** Maintain performance for low socioeconomic success to be above national average and continue improvement.

**Definition:** Socioeconomic status background: refer to item 3.2. The success rate is the equivalent full-time student load (EFTSL) of units passed as a percentage of all EFTSL of units attempted. Attempted EFTSL comprises units passed, failed and withdrawn.

**Indicators:**

#### Low socioeconomic success rate (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	86.1%	86.0%	86.1%	85.6%				
Future targets					87.4%	87.4%	87.5%	87.7%
National average	86.0%	85.5%	85.7%					

\*Data not yet available

**Comment:** Griffith's performance is at or above the national average.

### 3.4 Indigenous participation

**Target:** Maintain performance in Indigenous participation rate to be above national average and continue in a leadership position nationally.

**Definition:** Indigenous persons: persons who identify themselves as being of Aboriginal and/or Torres Strait Islander descent. The participation rate is the percentage of all students who have identified as Indigenous.

**Indicators:**

#### Indigenous participation rate (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	1.4%	1.2%	2.0%	1.8%				
Future targets					1.8%	1.8%	1.8%	1.9%
National average	1.3%	1.3%	1.3%					

\* Data not yet available

**Comment:** The Indigenous participation rate grew markedly in 2008 with a levelling off in 2009 and is well above the national average.

## Appendix — Indicators and targets (continued)

### 3.5 Indigenous retention

**Target:** Maintain performance in Indigenous retention to be above national average and continue in a leadership position nationally.

**Definition:** Indigenous persons: persons who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

The retention rate is the proportion of all non-graduating students enrolled in the base-year who are also enrolled in any Griffith program in the next year. Therefore 2009 represents the 2008 non-graduate bachelor students returning in 2009.

**Indicators:**

#### Indigenous retention rate (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	69.9%	71.4%	72.8%	71.7%				
Future targets					72.0%	72.4%	73.3%	74.5%
National average	64.3%	65.5%	62.8%					

\* Data not yet available

**Comment:** The Indigenous retention rate at Griffith has largely remained steady over the years and is well ahead of the national average.

### 3.6 Indigenous success

**Target:** Maintain performance in Indigenous success rate to be above national average and continue in a leadership position nationally.

**Definition:** Indigenous persons: persons who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

The success rate is the equivalent full-time student load (EFTSL) of units passed as a percentage of all EFTSL of units attempted. Attempted EFTSL comprises units passed, failed and withdrawn.

**Indicators:**

#### Indigenous success rate (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	77.3%	74.1%	79.7%	80.5%				
Future targets					79.0%	79.3%	80.2%	81.1%
National average	68.6%	69.3%	70.1%					

\* Data not yet available

**Comment:** Indigenous success rate at Griffith has been well ahead of the national success rate.

### 3.7 Percentage (%) of female academic staff Level D and E

**Target:** A third of all University academic Level Ds (Associate Professor) and Es (Professor) combined to be female by 2013 and Griffith to be among the national leaders.

**Definition:** The proportion of female full-time equivalent (FTE) to male full-time/fractional full-time academic staff FTE level D and E as a percentage of total level D and E staff FTE.

**Indicators:**

#### Female staff Level D and E (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	28.8%	28.6%	28.8%	30.4%				
Future targets					31.0%	31.7%	32.5%	33.3%
National average	22.8%	23.5%	24.6%					

\* Data not yet available

**Comment:** The proportion of female FTE to male FTE level D and E as a percentage of total level D and E staff FTE has been steadily improving over the period 2006 to 2009 with a marked improvement in 2009. Griffith is well above the national average on this indicator.

### 3.8 Percentage (%) of non-academic female staff Level 10 and above

**Target:** 50% of all the University's senior administrators at Higher Education Worker (HEW) Level 10 and above will be female by 2013.

**Definition:** The proportion of female full-time equivalent (FTE) to male full-time/fractional full-time non-academic staff FTE HEW Level 10 and above as a percentage of total HEW Level 10 and above non-academic staff FTE.

**Indicators:**

#### Female staff Level 10 and above (%)

Year	2006	2007	2008	2009	2010*	2011	2012	2013
Actual results	40.9%	40.7%	47.0%	43.4%				
Future targets					45.0%	47.0%	49.0%	50.0%
National average	41.3%	42.9%	44.9%					

\* Data not yet available

**Comment:** The proportion of female FTE to male FTE Level 10 and above as a percentage of total Level 10 and above staff FTE improved steadily from 2006 to 2008 but dropped again somewhat in 2009. 2010 data is not yet available and will be examined closely when it is available.

## 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

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 7111  
+61 7 3735 3112

#### Queensland Conservatorium

16 Russell Street  
South Brisbane Qld 4101  
Telephone: (07) 3735 7111  
+61 7 3735 7111



**Annual Report 2010 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 2010 is available online at  
[griffith.edu.au/publication/annual](http://griffith.edu.au/publication/annual)

For more information contact Griffith University's  
Office of External Relations.  
Telephone (07) 3735 1007, +61 7 3735 1007.

© Griffith University 2011