



Annual Report



2009

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Annual Report 2009 Annual Report 2009
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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 21).



Contents

Report to the Minister for Education and Training

Presented to Parliament by Command

18 March 2010
The Honourable Geoff Wilson, MP
Minister for Education and Training
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 2009.

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, January 2010.

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

Yours sincerely

Ms Leneen Forde, AC
Chancellor



Contents

Chancellor’s report	2
Vice Chancellor’s review	3
Organisational structure	5
Governance	6
Performance	8
Research	8
Learning	13
Supporting Strategies: Staff	18
Supporting Strategies: Students	19
Supporting Strategies: Physical facilities and information resources	21
Other governance reports	22
Financial summary	24
Financial statements	26
Overseas travel	79
Appendix 1—Indicators and targets	95
Campus locations	inside back cover

Chancellor's report



Ms Leneen Forde, AC
Chancellor

This Annual Report outlines the significant progress made by Griffith University in 2009 towards achievement of our vision—to be recognised as one of the leading universities of Australia and of the Asia–Pacific region.

Griffith University is now ranked 291 in the world by the prestigious Times Higher Education-QS (THE-QS) World University Rankings. The University's notable improvement on the THE-QS and other world university rankings is strong evidence of Griffith's growing reputation as an innovative and influential tertiary institution within Australia and the Asia–Pacific region.

The University's reputation as a global leader in education continues to strengthen. Notable achievements include placing first in Australia in learning and teaching funds through awards and fellowships, and placing second in terms of national teaching awards and fellowships. In October 2009 the University won the Education and Training Award category for outstanding innovation and export achievement in the field of education and training services, expertise and curriculum at the 2009 Queensland Export Awards.

Griffith's collaboration with Peking University and the Queensland Government on the *Australia China Futures Dialogues* project has enabled the University to be at the forefront in contributing to, and shaping, the evolution of the rising 'Knowledge Economy' in the Asia–Pacific region.

In research, the University's goal to become world class in eight strategic areas of investment within the next five years is gaining momentum. Griffith achieved three 'top 10' positions for Australian Research Council funding rounds in the past year—one for ARC Future Fellowships, and two for excellent ARC Linkage rounds. The University placed second amongst Queensland universities for ARC Future Fellowships, Discovery grants, NHMRC grants and for two out of three Linkage rounds. The University has placed 12th nationally both for number of awards and for total ARC funding.

The University's progress towards realising its vision is only possible because of the talent, hard work and dedication of the University's staff and students, and the commitment of a broad range of community supporters. Griffith can look back with pride upon the year's activities and achievements in teaching and research. Looking forward to 2010 and beyond, the University can, with great confidence, aspire to further expanding its influence and making still greater contributions to communities at local, national and international levels.

Ms Leneen Forde, AC
Chancellor

Vice Chancellor's review



Professor Ian O'Connor
Vice Chancellor and President

Strategic developments

2009 was the first year of the University's new *Strategic Plan 2009–2013*, which was adopted by the University Council in December 2008.

The new plan set out a distinctive vision and position for the University by:

- retaining a focus on the two core areas of research and learning with the supporting areas of staffing, resources and funding aligned behind those core areas of business
- setting explicit benchmarked performance indicators and targets in these areas
- committing the University to achieving recognised international excellence in a number of domains through strategically investing in selected areas
- distinct positioning for each of the campuses
- building the University's distinctiveness through a global citizenship strategy and associated teaching and learning and research activities.

To give expression to the strategic plan's research goals, the March 2009 Council meeting approved a new *Griffith Research Plan 2009–2013*.

This plan identified four key research objectives:

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

During 2009, the University confirmed its strategic research investment direction with a total commitment of \$40 million being allocated to the eight Areas of Strategic Investment over a five year period (2009–2013). The goal is for the University to attain world-class standing and a distinctive international profile in each of the following areas:

- 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
- health and chronic diseases.

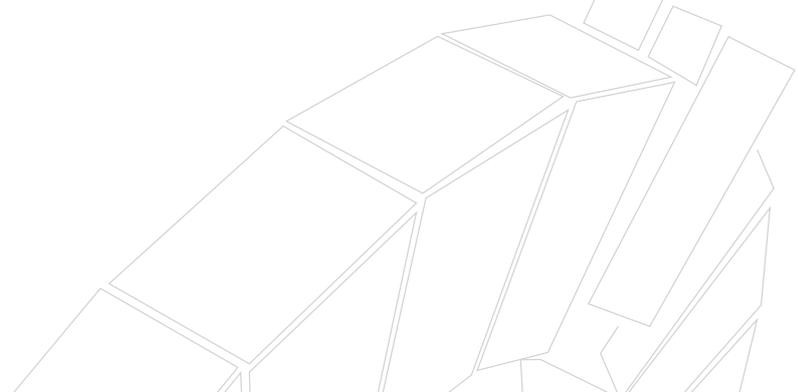
In addition, the University maintained its support for research centres with a \$27.5 million commitment over the five-year period.

Following an external review in early 2009, Council approved the realignment of the University's senior portfolios and their responsibilities in May. One of the key outcomes was the establishment of the new position of Deputy Vice Chancellor and Provost which will be responsible for campuses (including the role of Provost of Nathan, Mt Gravatt and South Bank), social inclusion (including student and staff equity), external engagement, and development and alumni.

The commitments of the new strategic plan were further realised in the document *Towards 2015: University Budget 2010–2012* which was adopted by Council in October 2009. This is the fourth budget based on a new model introduced for 2007 which seeks to align the budget with the strategic priorities of the University. The budget model is also well suited to outcomes arising from the Bradley and Cutler reviews of higher education and innovation respectively, and the Commonwealth Government's response to these reviews in the May 2009 Federal Budget. In particular, the model focuses on student recruitment, rewards for performance in teaching and research, and incentives to scrutinise costs as well as providing a capacity for strategic investment in selected areas.

In respect of students, the University has sharpened its focus on improving the overall student experience and on retaining students. The former includes new and refurbished facilities, liaison with relevant authorities to improve public transport to the various campuses, revival of student organisations which have been dormant since the advent of voluntary student unionism, and improvements in administrative processes and systems to make them more user-friendly. Activities to improve retention include strengthening the first-year experience, enhanced monitoring of 'students at risk', and increased opportunity for work experience through the work-integrated learning (WIL) strategy.

The *Nathan Campus Master Plan*, which was adopted by Council at its October meeting, proposed a number of key changes to the planning structure of the campus and of its social settings. One of the potential key elements of the master plan is the Sir Samuel Griffith Centre which has now been shortlisted for a 2nd stage submission through the Commonwealth Government's Education Investment Fund Sustainability Round.



Griffith's submission seeks funding support of \$23 million for the construction of an innovative 6 Green Star-rated teaching and research building at the Nathan campus. If the University's bid is successful, the new centre will be the catalyst for integrating business, engineering and environmental science disciplines around sustainability; building critical capacity in climate change adaptation research; and bringing industry collaborations for uptake of the technology for renewable power generation at remote locations, particularly Indigenous communities.

The Office of Student Recruitment (OSR) was established in November 2009 (four staff appointed) to develop strategies to enhance positive outcomes in the recruitment of high-quality domestic undergraduate and postgraduate students. The OSR is supporting academic groups to develop market relevant, leading programs which reflect campus and academic strengths.

As mentioned in last years' Annual Report, Griffith's institutional strategy was confirmed by an external audit of the University in 2008 by the Australian Universities Quality Agency (AUQA). AUQA representatives visited the University in December 2009 to review a 12-month progress report and commented favourably on the actions the University had taken in response to the findings of the original AUQA audit. In his report on the visit, the audit director advised that the University had adopted a 'broad front' integrated response, with quality assurance and improvement initiatives being implemented at both the high, strategic level, complemented by interrelated improvements at the operational level.

2009 highlights

During 2009, the University was listed on more world university rankings than in any previous year, reflecting steady growth in research outputs and quality. The University climbed 34 places to be ranked 291 in the world by the prestigious Times Higher Education-QS World University Rankings. These rankings heavily influence students, parents, researchers and employers around the world in determining which universities

are world-class. Griffith's ranking places it comfortably within the top five per cent of universities in the world. This strong international standing is built on renowned research and teaching staff, international partnerships with global leaders and the calibre of the University's programs and graduates. Many of our disciplines fared particularly well in the rankings, with social sciences ranked 200, arts and humanities ranked 268, and natural sciences ranked 294 in the world.

An employer ranking of 169 out of the world's universities was a particularly pleasing accolade for Griffith's graduate outcomes and employability, and rewards the University's increased focus in this area.

A number of our staff were recognised for an award in the Order of Australia for their distinguished contributions to their respective fields. On Australia Day, Professor Julianne Schultz, Editor of the Griffith Review was appointed as a Member of the Order of Australia (AM) for service to the community as a journalist, writer, editor and academic, to fostering debate on issues affecting society, and to professional ethics and accountability. In the Queen's Birthday Honours List, the following members of the Griffith community were also appointed as Members of the Order of Australia:

- Professor Janet Delpratt, from the Queensland Conservatorium was recognised for her service to Australian music and music education
- Emeritus Professor Calvin Rose was recognised for his outstanding service to the environmental sciences both nationally and internationally
- Griffith alumnus and University Honorary Doctor, Jonathan Welch was recognised for his service to the arts as an operatic performer and vocal coach, and to the community as the founder and musical director of the Choir of Hard Knocks.

In both the research and learning and teaching domains, the University continued its success in winning significant awards, grants and fellowships over the last year. These achievements are highlighted in more detail in subsequent sections of this report.

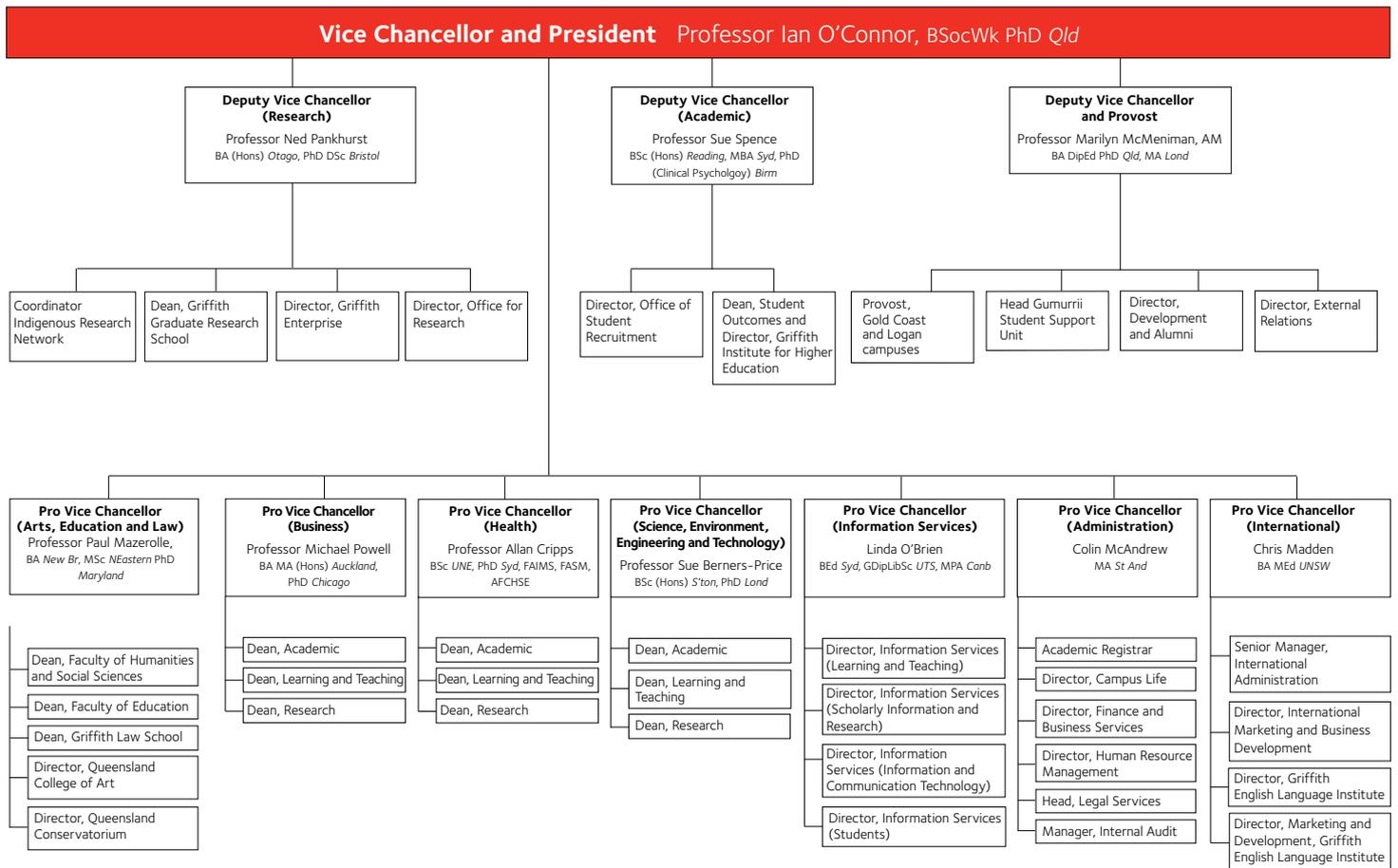
In the equity area, Griffith was named as Employer of Choice for Women for the ninth year running, one of the few organisations to hold the honour continuously since the citation's launch in 2001.

The Australia-China Future Dialogues initiative was successfully launched during 2009. The Dialogues is a Griffith initiative held in collaboration with Peking University and supported by the Queensland Government. This is a future-oriented partnership that focuses on how the region will evolve in the next 20 years and how this evolution can be shaped. The three components – the second track dialogue between government, business and academe was hosted in Beijing in April 2009 and the young leaders workshop occurred over a two week period in October 2009. The dialogues culminated in early December, with former prime minister The Honourable Bob Hawke AC delivering the 2009 Annual Leader's Lecture at the Australia-China Futures Dialogues. Mr Hawke's key note address *China's Rise — its significance for Australia, the Region and the World* was very well received and provided a unique perspective on our country's economic and general relationship with China.

The Australia-China Future Dialogues is an important initiative for the University in the development of stronger relationships with countries in the Asia-Pacific, and provides us with the opportunity to actively participate in the evolution of a shared vision for the region.

Griffith continued its progressive capital management program throughout 2009 with a number of significant projects either completed, underway or about to commence. A range of projects have been, and continue to be, undertaken on the Nathan campus (\$33m) as part of its refurbishment plan. At the Gold Coast campus, the Institute for Glycomics stage 2 building was officially opened in 2009 with construction of the new Science, Environment and Architecture building (\$27.37m) well underway – due for completion in February 2010. The Smart Water Research Centre (\$19.32m) was completed and officially opened on 27 November 2009.

Organisational structure



Governance

Establishment

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

University Council

Role

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

The Council approves the University's strategic direction; monitors the University's progress, using agreed performance indicators; and approves the University's budget, policies and delegations of authority. The Council also reviews its own performance.

Membership

Membership, at 31 December, is listed below.

Chancellor Ms Leneen Forde, AC
Term of Office: From 1 June 2009 up to 31 May 2012

Deputy Chancellor Mr Henry Smerdon
Term of Office: From 4 September 2007 up to 3 September 2010

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
Term of Office: From 28 October 2009 up to 27 October 2013

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

Ms Margaret Buckridge
Term of Office: From 28 October 2009 up to 27 October 2013

Dr Arthur Poropat
Term of Office: From 28 October 2009 up to 27 October 2013

One postgraduate student of the University, elected by postgraduate students

Mr Hassan Jabour
Term of Office: From 28 October 2009 up to 27 October 2011

One undergraduate student of the University, elected by undergraduate students

Mr William Barker
Term of Office: From 28 October 2009 up to 27 October 2011

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

Ms Kaye Dillon
Term of Office: From 28 October 2009 up to 27 October 2013

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

Dr Bob Anderson, OAM
Ms Sandra Anderson
The Honourable Rob Borbidge, AO
One vacant position
Term of Office: From 1 January 2008 to 31 December 2009

Resignations

Ms Karen Struthers (1 January 2008 to 5 October 2009)

Meetings

In 2009, the Council of Griffith University held six meetings:

2 March (Gold Coast campus) 15 out of 18 members attended

5 May (Nathan campus) 13 out of 18 members attended

6 July (Nathan campus) 10 out of 18 members attended

3 August (Gold Coast campus) 15 out of 18 members attended

5 October (Nathan campus) 16 out of 18 members attended

7 December (Gold Coast campus) 13 out of 17 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)
- 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 councils

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.

The University Council, at its meeting on 1 December 2008, approved the disestablishment of the Queensland College of Art Advisory Council and the Queensland Conservatorium Advisory Council to make way for new Industry Advisory Boards commencing in 2009.

Enabling legislation

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

Functions and powers

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

University functions

The University's functions are:

- to provide education at university standard
- to provide facilities for study and research generally, and, in particular, for people in the cities of Brisbane, Gold Coast and Logan
- to encourage study and research
- to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community
- to provide courses of study or instruction (at the level of achievement the Council considers appropriate) to meet the needs of the community generally, and, in particular, the people in the cities of Brisbane, Gold Coast and Logan
- to confer higher education awards
- to disseminate knowledge and promote scholarship
- to provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University

- to exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or practical application of study, research or knowledge, belonging to the University, whether alone or with someone else
- to perform other functions given to the University under this or another Act.

University general powers

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

Council powers

The Council may do anything necessary or convenient to be done for, or in connection with, its functions. Without limiting the subsection above, the Council has the powers given to it under this or another Act and, in particular:

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

Note. Further details of Griffith University governance are outlined on pages 22 and 23.

University management

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

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

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

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

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

Responsibility for quality is explicitly assigned to line managers, particularly the Deputy Vice Chancellors, the Pro Vice Chancellors, deans, heads of schools and office directors—in consultation with key committees.

Performance: Research

Research

Internationally recognised

The *Griffith Research Plan 2009–2013* was officially adopted by the University Council in February 2009 and 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* provides a road map for fulfilment of these objectives. It sets out the framework for a number of research strategies and key actions to progress research objectives and performance indicators. Four research key performance indicators were adopted:

- external research income per full-time employee (FTE)
- research outputs (publication points) per FTE
- research higher degree (RHD) commencements and 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 (ASIs).

The University initiated programs for each of the eight Areas of Strategic Investment (ASI) and commenced benchmarking of

their achievements against the top institutes in the world with the goal to attain world-class standing and a distinctive international profile in each area by 2013.

The core research themes for the **Climate Change Adaptation** ASI are adaptation and human settlement, consistent with Griffith's current CSIRO cluster, Smart State and National Climate Change Adaptation Research Facility projects. The CSIRO has awarded \$170 000 to this Griffith ASI to undertake the *Synthesis and Governance of South–East Queensland Climate Adaptation Research* initiative. Expertise in this ASI is expanding over a range of climate change areas including urban biodiversity, economics, environmental planning, psychology, systems modelling and coastal engineering.

The **Music, the Arts and the Asia–Pacific** ASI has established strong connections with three institutions (in Vietnam, Mumbai and Beijing) in 2009 and intends to expand this to seven by 2010. Research programs within the ASI have hosted a large number of eminent national and international visitors and generated a significant number of creative outputs as well as more traditional scholarly works such as journal articles. The third of the Conservatorium's highly regarded Encounters series will be based on China–Australia connections in line with the overall theme of the ASI.

The combined efforts of the academic groups and research institutes in the **Drug Discovery with a focus on Infectious Diseases** ASI are already producing a number of exciting new international collaborations. The research undertaken at the new Institute for Glycomics building and the Genomics Research Centre is positioning Griffith and the Gold Coast as a biotech and biomedical leader in the Asia–Pacific region. The Institute has already received international attention for work in developing glycopharmaeaceuticals and is developing a vaccine for a strain of middle-ear infection, a drug for Hendra virus and a drug to combat all types of influenza.

The international pharmaceutical company Actelion Ltd has also entered into a drug discovery collaboration with Griffith through the Eskitis Institute's Nature Bank. Additionally, Griffith has received \$110 000 from the prestigious Gates Foundation's Grand Challenges Explorations grant program to fund a drug-discovery project that seeks to develop a cure for malaria. The grant recognises the Institute's work in introducing a new test that will enable screening of a wider range of compounds from nature that can fight the malaria parasite proteins.

Griffith is ranked third worldwide in top-tier tourism publications, and is currently developing benchmarking criteria in the **Sustainable Tourism** ASI. Over two hundred universities were ranked based on how much of their research was published in leading tourism journals. This new ranking confirms Griffith's standing as the leading Australian university for tourism and number three in the world. This ASI has three research themes: tourism and climate change, with partners principally in Europe and North America; tourism and corporate responsibility, with industry support especially in Australia, Asia and the UK; and tourism and conservation, with a worldwide research network.

The **Criminology and Crime Prevention** ASI has already undertaken a benchmarking exercise against key national and international competitors, reinforcing the international prominence of Griffith in this field. Griffith University has funding of over \$700 000 per annum over three years, including establishment costs of \$54 000 in 2009 for the Griffith Youth Forensic Service from the Youth Justice key funding area of the Department of Community Services and Housing.

The **Asian Politics, Security and Development** ASI combines the University's expertise in Asian politics and applied political science. By 2010 Griffith will have 14 full time researchers in Asian Politics, Security and Development, lifting our research leadership position to second place nationally in this discipline area. Three research themes have been identified: Governance, Security and Rising Powers.

Within each theme a number of research programs are being developed, and development of research topics and targets is taking place. In 2009, Griffith researchers organised four international workshops (including in Hong Kong and Singapore) on Democratic Leadership in the Region, Nuclear Power in Asia, and Sovereign Wealth Funds, drawing on scholars throughout the region. One of the projects in the ASI has received \$250 000 in funding from the Department of the Prime Minister and Cabinet to model (with colleagues from the University of Queensland) the effectiveness of anti- and counter- terrorist strategies in Indonesia, the Philippines and Thailand.

International collaborations have been added to the **Water Science** ASI's performance indicators and the development of international benchmarking tools has been undertaken to provide evidence of Griffith's claim for pre-eminence in water science research. The new Ancient DNA, Sediment dating and Isotope facility has been outfitted with instrumentation which will support this ASI. Additionally, the Urban Water Security Research Alliance is providing over \$1 million to Griffith researchers for the SEQ Residential Water End Use Study and researchers in the Australian Rivers Institute have received \$710 000 funding from the eWater CRC for software development and project management.

The **Urban Health and Chronic Disease** ASI identifies a focus on cancer, metabolic syndrome (including heart disease and diabetes) and mental health. The Australian Centre for HIV and Hepatitis Virology has awarded \$140 000 to an ASI project investigating a potential anti-HIV compound that is non toxic to host cells and the Heart Foundation has granted \$128 000 towards a cardioprotection project.

Additionally, the Prostate Cancer Foundation of Australia has awarded \$150 000 to the University for a project targeting mitochondria for selective therapy of prostate cancer.

Research excellence

Key research objective

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

During 2009 the University was listed on more world university rankings than in any previous year, reflecting steady growth in research outputs and quality. Griffith advanced 34 places to be ranked 291st in the world by the prestigious Times Higher Education–QS World University Rankings. The University also performed well in several field rankings such as Times HE–QS Social Sciences (200); Arts and Humanities (268) and Natural Sciences (294).

The University participated fully in the government's Excellence in Research for Australia (ERA) trial exercise in 2009. The purpose of ERA is to evaluate the quality of research in Australian universities. A full ERA evaluation (of eight discipline clusters) will be held in 2010 and results will be publicly released. The University engaged extensively in sectoral consultation rounds in 2009 to influence overall policy directions and participated in the technical trials to ensure Griffith's data capture and reporting systems met all necessary requirements.

Griffith's research income for 2008 was \$51.7 million, an increase of 21% over the 2007 figure—the highest amount ever returned by the University. Research income per academic full-time equivalent (FTE) staff member (Appendix 1, Item 1.0) shows a 19% increase from 2007–2008 and is an indicator of improving research intensity. This positive result reflects increased success in national competitive research grants, including those from the Australian Research Council and the National Health and Medical Research Council.

Major successes are detailed in the 'Highlights' section following. Other public sector research funding increased by 60% in 2008 reflecting Griffith's considerable 'out-of-round' success during recent years. The University expects to record another increase in overall research income and research income per staff member for 2009.

While final commercialisation income figures for 2009 will not be available until June 2010, the University was contracted for commercial research and consulting projects worth more than \$10 million representing a substantial (72%) increase in commissioned work over 2008. The University's patent portfolio has been reviewed and established at a new base with expectations of an increase in intellectual property origination and commercialisation activity going forward driven by the \$10 million in ASI funds allocated to research activities in the Health and SEET portfolios. A revised University Consultancy and Contract Research Policy was approved during 2009 that has set a new reward structure for those engaged in contract research and this is expected to generate a further increase in turnover in future years.

The University's research publications for 2008 ranked Griffith 9th nationally for both journal articles and book chapters and 10th nationally for books. For the third consecutive year, Griffith researchers have produced more than 25 books and more than 125 book chapters, the highest output in the Innovative Research Universities group.

Griffith's Research Publication Return for 2008 recorded an increase of 3.6% in overall weighted publications. This was brought about by a strong growth in books (20.9%) and a continuing growth in refereed journal articles (6.9%). Growth in the latter appears to have slowed during 2009 and only a slight increase in refereed journal articles is forecast. The pleasing increase in books and refereed journal articles was somewhat offset by a decrease this year of 9.4% in book chapters and a continuing declining trend in conference papers (a drop of 10.3% this year).

Official publication figures for all research outputs including books, book chapters and conference papers for 2009 will not be available until June 2010 but current statistics point to similar overall publication output figures to 2008.

Growth in research higher degree (RHD) enrolments slowed in 2008 after a significant rise in 2007, but there was again a healthy increase in demand and commencements in 2009.

This trend underpins the streamlining of the University's RHD strategies and processes. Griffith's RHD enrolments have risen from 249 in 2008 to 279 in November 2009—an increase of 12%. Research Higher Degree completions (Appendix 1, Item 4.2) have improved slightly over 2008, allowing the University to now adopt an even more stringent quality approach to research education.

Griffith's inaugural Virtual Research Week (VRW) was held during May 2009 to recruit high quality students in areas of research priority. VRW connected prospective Australian and international research students with Griffith research supervisors and research projects via over 50 online videos and almost 20 live chat events themed around Griffith's eight Areas of Strategic Investment. The event achieved over 440 unique registrations, 60 country participants, 1035 unique site visits, 102 chat participants, as well as increased application activity. More than 100 Griffith staff and research students were involved in this flagship event displaying tremendous levels of collaboration and cooperation.

Griffith's Postgraduate Research Experience Questionnaire response rates have been consistently higher than the national response rates, with scores for overall satisfaction improving steadily since 2005 with the most significant improvement being in Supervision, which has increased by 20 percentage points since 2003.

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).

In line with the *Griffith Research Plan 2009–2013*, research centres have been supported through allocation of more than \$5 million in 2009 to carry out research of international and national standing.

The Institute for Glycomics Stage 2 purpose-built facilities at the Gold Coast campus were officially opened in September 2009. The Institute is a national leader in the field of carbohydrate science. With funding from the Queensland State Government and Griffith University, the \$35 million development of the Glycomics Research Precinct will lead to the greatest concentration of multidisciplinary glycomics researchers in the world. The new Institute for Glycomics facility marks Griffith's international research leadership in the field of carbohydrate science with application in cancer research and infectious disease control, arthritis, multiple sclerosis, food poisoning, cholera, tuberculosis, melioidosis, influenza and malaria.

The \$19 million Smart Water Research Centre on our Gold Coast campus was officially opened in November 2009 and marks the start of an exciting new era in water research for Queensland. The Research Centre unites scientists from Griffith and other research institutions, water supply authorities and cutting-edge water technology companies under the one roof. Smart Water will be a cornerstone of the new Centre's research and will take projects from primary scientific research to commercially-viable prototypes. The facility will allow 'cutting edge' research in new ecotoxicology, microbiological and analytical chemistry labs. It will also be the new home for Gold Coast City Council's Scientific Services section and the water diagnostic services they provide.

Griffith University is also part of a major collaboration of water scientists that has secured \$20 million to host the National Centre of Excellence in Water Recycling which will help to develop and commercialise new water recycling technologies.

Eight outstanding Griffith researchers became the recipients of inaugural prestigious Australian Research Council (ARC) Future Fellowships announced in 2009. The aim of the ARC Future Fellowships scheme is to attract and retain the best and brightest mid-career researchers. In addition to the Fellowship salary for 4 years, the University will receive up to \$50 000 a year per Fellow for associated infrastructure and other costs.

Three outstanding Griffith researchers were recognised for their work as recipients of the 2009 Queensland International Fellowships. The program enables researchers to undertake collaborative scientific research or policy development projects at leading international institutions, government agencies and/or private sector research organisations. This will lead to Griffith establishing new collaborations with the Italian National Research Council, the Korean Advanced Science and Technology Institute and researchers in Singapore and the UK.

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.

Griffith University is leading a new national initiative in forensic research to develop innovative technologies for crime investigations. The Australian Future Forensics Innovation Network (AFFIN) is funded by the Queensland Government under the National and International Research Alliances Program of the Smart Futures Fund. The alliance, which will ensure a coordinated national strategy for forensic research and development, has received \$4.8 million from its 19 partner organisations and with the State Government's \$2 million contribution has enabled the AFFIN initiative to attract a total funding commitment of \$6.8 million. The network will enable a critical mass of forensic scientists, police, universities and industry bodies to work together and share their expertise in forensic research and development.

Griffith University was recently awarded the Inaugural AWA (Australian Water Association) Research Merit Award (Qld Branch) at the Annual Queensland Water Awards for the Gold Coast Smart Release Study. The project is aimed at improving water quality in the Gold Coast Broadwater and is being undertaken within the Griffith Centre for Coastal Management in collaboration with Gold Coast Water and lead consultants DHI Water and Environment.

Performance: Research (continued)

The Gold Coast City Council has resolved to renew the core funding for the operations of the Gold Coast Centre for Coastal Management for a further five-year period up to June 2014.

The Griffith Institute for Social and Behavioural Research was officially launched in February 2009. The Institute has been developed through the Strategic Research Program in Social Change and Wellbeing, and brings together 140 active Griffith researchers in eight research centres, institutes and programs. The Institute aims to be one of Australia's leading research institutes in the social and behavioural sciences. With its focus on understanding social change it will be well placed to contribute to research-led policies and practices that address contemporary global challenges to achieving individual and community wellbeing.

The Griffith Institute for Health and Medical Research was officially launched in 2009 and brings together the research strengths of all of Griffith's health-focused research centres. Located at Griffith's Gold Coast campus, the Institute represents a major step in the development of a unique health and educational precinct surrounding Parklands Drive. This Knowledge Precinct will also include the new co-located Gold Coast University Hospital and Griffith's Centre for Medicine and Oral Health.

The new Environmental Futures Centre was launched at Nathan campus in October 2009 and is the result of the merger of the Innovative Conservation Strategies and Forestry and Horticultural Research. The new Centre will address a range of significant issues of relevance to urban and natural environments, farms and plantations. There are five major research themes: ecological restoration and management, biodiversity and conservation, sustainable production, environmental policy and governance and climate change science and platform technologies. One of the projects in the new Centre is undertaking cutting-edge research into developing the next generation of devices to convert solar energy through a \$345 000 ARC Discovery grant.

Griffith University has signed a Memorandum of Understanding with China's leading scientific institution—the Chinese Academy of Science (CAS)—for historic research collaboration in climate change adaptation. The MOU focuses on four major research themes including carbon sequestration and biogeochemical cycling, river systems and water, biodiversity and ecosystem function, and climate change adaptation and human settlement. The climate adaptation collaboration between CAS and Griffith aims to enable a series of projects to be undertaken between Griffith and the CAS in order to facilitate the sharing of knowledge and research strengths relating to biodiversity preservation, urban settlements, water management and freshwater ecosystems and carbon cycling.

The Centre of Excellence for Sustainable Development for Indonesia (CESDI) was officially opened in February 2009. The Centre provides advice to the Indonesian Ministry of Environment and supports Indonesia's national and regional development in research and capacity building towards sustainable development.

The Asia-Pacific Centre for Sustainable Enterprise was launched by the Griffith Business School in May 2009. The Centre will provide hands-on programs to train the business leaders of tomorrow in sustainable business initiatives. The Centre is conducting research in sustainability in luxury goods, carbon trading, faith-based (Islamic) investment, tourism, accounting and new types of private investment such as investment in water infrastructure and catastrophe bonds.

Research highlights of 2009

Griffith registered its best ever funding results in the major national competitive research grants programs of the Australian Research Council (ARC) and the National Health and Medical Research Council (NHMRC) in 2009.

Griffith's eight ARC Future Fellowships performed extremely well with a success rate of 28.6%, well above the national average of 20%. Furthermore, Griffith was ranked 8th nationally in both the number of successful proposals and the amount of funding, securing 3.6% of the total funding awarded. Griffith University's position in comparison to our benchmark group (which includes the six other Innovative Research Universities, the University of Queensland and Queensland University of Technology) was exceptional. Griffith was ranked second in the number of fellowships and amount of funding awarded and third in terms of success rate and the number of applications submitted.

The eight ARC Future Fellowships recognise Griffith's research strengths in water and environmental science, criminology and crime prevention, drug discovery for infectious diseases as well as Asian economies. The research projects are providing solutions to major national challenges and range from developing a new drug for malaria, protecting forest ecosystems and learning from Malaysia's economic challenges to preventing child sexual abuse.

In 2009, Griffith University recorded its best ARC Linkage Project results, with a total of \$14.9 million in funding (including government and industry partner contributions).

Researchers were awarded more than \$7.1 million for 9 research grants in Round 1 funding and were awarded more than \$7.8 million for 10 research grants for Round 2 funding. These results placed the University equally 6th nationally for number of awards and 9th nationally on total ARC funding and our success rate of 61.5% exceeded the national average of 45.6%. With 18 grants overall for the year, these research projects range from the very cutting edge of science through to the impact of climate change on our coast and are helping solve some of the big dilemmas of our time.

Griffith was awarded 17 Discovery grants for funding in 2009 amounting to \$5.5 million with a success rate of 16.5% and the University was placed in 12th position nationally for numbers of successful grants. With another 22 successful ARC Discovery grants, totalling \$6.2 million for funding in 2010, and with a success rate of 19.8%, the University was also the top achiever in our university benchmark group, the Innovative Research Universities.

Griffith's medical and health research 2009 applications for funding in 2010 have resulted in the University attracting \$2.8 million from the NHMRC and increased our ranking to 15th position nationally amongst universities. This is a substantial increase on the 2008 result with double the number of successful applications than in previous years and reflects the growing recognition of Griffith's excellence in health and medical research.

Researchers at Griffith were also awarded grants from the NHMRC for an Australia–China Research Fellowship worth \$340 000 in collaboration with Griffith's Eskitis Institute, and an additional \$264 000 for a Training Fellowship over the next four years.

Griffith and two other Queensland universities have secured \$3 million in research funding from CSIRO through its Flagship Collaboration Fund to study ecological responses to altered flow regimes in the *Water for a Healthy Country project*.

The Queensland Micro- and Nanotechnology Centre at Griffith University was established in July 2009. It was formed from the Nanoscale Science and Technology Centre and the Queensland Microtechnology Facility.

The new Centre has already been successful in receiving \$1.2 million for membership of the Australian National Fabrication Facility.

The School of Engineering has been awarded \$550 000 from the Commonwealth NSST Research Support for Counter Terrorism grant program to develop a technique for rapid detection of pathogenic airborne particles.

Griffith's education researchers were also awarded a \$414 000 grant from the Australian Primary Principals' Association for a project on Principals as Literacy Leaders.

The Asia–Pacific Centre for Franchising Excellence was successful in receiving ARC funding of \$300 000 to work with industry partners—the Franchise Council and Australia and the Department of Innovation, Industry, Science and Research—on a project that will examine sustainable business models for franchising.

Outlook

The new *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. Griffith will continue to articulate and promote our distinctive mission and key research objectives and further develop our innovative and interdisciplinary research profile over the next four years.

The University responded to and participated in the following major government research policy consultations, debates and trials in 2009:

- *Excellence in Research for Australia (ERA)* Physical, Chemical and Earth Sciences (PCE) and Humanities and Creative Arts (HCA) discipline cluster trial exercises, Australian Research Council
- Sustainable Research Excellence (SRE) in Universities, Department of Innovation, Industry, Science and Research
- Joint Research Engagement, Department of Innovation, Industry, Science and Research
- Centres of Excellence, Australian Research Council

- Recognising the Full Costs of University Research consultation, The Allen Consulting Group, Department of Innovation, Industry, Science and Research
- Transparent Costing of Research trial, The Allen Consulting Group, Department of Innovation, Industry, Science and Research.

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 2010.

The most significant undertaking in 2010 will be the full Excellence in Research for Australia exercise which disaggregates multidisciplinary research into its discipline components. Griffith will continue to lobby for the proper recognition and support for multi-disciplinary research and appropriate performance indicators which are the core of many of Griffith's areas of research leadership and the basis for the Areas of Strategic Investment

The Areas of Strategic Investment in particular will pursue large bids for national and international centres for research and secure involvement in major grant funding schemes. The University is increasingly looking to overseas funding bodies which bring not only potentially large project funding but also a high level of prestige and new opportunities for international collaborations.

With the co-location of Gold Coast University Hospital in 2012, the University also anticipates important local research collaborations which should allow Griffith to secure an increased share of NHMRC funds.

The Australian Government's new research funding regime will be in transition over the next few years and is based upon the University's participation in the Excellence in Research for Australia exercise as well as the establishment of Transparent Costing systems to record the full costs of direct and indirect research. The Sustainable Research Excellence and Joint Research Engagement funding initiatives will also present universities with additional opportunity to pursue research excellence on a large scale.

Performance: Learning

Learning

Griffith placed second in Australia in terms of national teaching awards and fellowships and placed first in Australia in total learning and teaching funds through awards and fellowships. Griffith's Australian Learning and Teaching Council successes included:

- nine out of 10 possible Citations for Outstanding Contributions to Student Learning
- a Teaching Excellence Award in the Social Sciences category (Associate Professor Glenn Finger)
- an award for Programs that Enhance Learning—The First Year Experience (Succeeding@Griffith – Associate Professor Alf Lizzio, Dr Lynn Burnett, Joanna Peters, Louis Albert and the University-wide Succeeding@Griffith team)
- a Leadership Grant (Associate Professor Nikos Mattheos, with Professor Saso Ivanovski and Professor Florian Mack)
- a Priority Projects Grant (Dr Chris Matthews, with Professor Keithia Wilson and members of the Aboriginal and Torres Strait Islander Curriculum Development and Implementation Working Party and Reference Groups)
- a prestigious National Teaching Fellowship (Professor Stephen Billett)
- a prestigious Discipline Scholar (Professor Amanda Henderson).

Comprehensive

Goal

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

Overall, QTAC preferences for 2009 admissions were down 4.75% compared to the previous year. Although Griffith was down 9% for total preferences, the University achieved its Commonwealth-supported load target for 2009, through approximately 8500 offers, while maintaining its median OP. In 2009, Griffith had 40 121 students (30 005 EFTSL).

The University continues to increase the number of approved pathway arrangements with TAFE Institutes through 87 credit-transfer pathways available for TAFE Diploma graduates. The representation across University academic groups has expanded with an 18% increase to 625 students enrolled in Griffith degrees in Semester 1, 2009, who were granted credit transfer on the basis of prior TAFE studies.

The number of international students at Griffith continues to increase at a rate of 4% each year. Griffith University had close to 10 000 international students in 2009, from 123 countries, spread across its five campuses. In the latest report on International Students at Australian Universities by IDP Education Pty Ltd for Semester 2, 2008, Griffith University was the number one Australian university destination for students from 28 countries, number one in Queensland for the highest number of international students overall, and number one university destination in the state for students from 58 countries.

In Semester 1, 2009, new international commencements at Griffith grew 10%, buoyed by increases from China, Saudi Arabia, Vietnam, Singapore, Hong Kong and France. In Semester 2, new international commencements at Griffith grew 16% compared to Semester 2, 2008. Sustained growth is evident for China, Canada, Saudi Arabia, Vietnam, Norway, Hong Kong, Japan and Malaysia. Gold Coast campus remains the most popular campus for international students, surpassing Nathan by a small margin.

Griffith won the 2009 Queensland Export Awards for Education and Training Award category for outstanding innovation and export achievement in the field of education and training services, expertise and curriculum. As a result of this award, Griffith progressed to be a national finalist at the 2009 Australian Export Awards for the sixth time. Major export markets in 2008–2009 included China, India, Korea, Canada, Hong Kong, Saudi Arabia, Taiwan, the USA, Japan, Zimbabwe, Vietnam, Norway and Germany, bringing in excess of \$127 million into Australia in direct export income and an additional estimated \$155 million in flow-on income.

In addition, Griffith won several awards at the 2009 Queensland Education and Training International (QETI) Awards for Excellence including the International Student of the Year; and the International Alumnus of the Year. These awards are for outstanding innovation and export achievement in the field of education and training services, expertise and curriculum.

Griffith has introduced several new undergraduate degrees for 2010, including:

- Bachelor of Environmental Design (Architectural Studies)—the Gold Coast's first architecture degree
- new Science, Environment, Engineering and Technology Group programs include the Bachelor of Engineering (Mechatronics), Bachelor of Business Information Systems, and Bachelor of Aviation Management
- new Griffith Health Group programs include the Bachelor of Nutrition and Dietetics, Bachelor of Midwifery (direct entry), and the Bachelor of Biomedical Science (Honours) Accelerated degree
- an accelerated two-year Bachelor of Business (Applied), introduced by the Griffith Business School, which combines study with industry experience, and a Bachelor of Business (Sustainable Enterprise), which has a strong focus on corporate social responsibility and sustainable business practices
- a single four-year Bachelor of Laws with options to accelerate and complete the degree in three years.

At the end of 2009, Griffith had strong demand in health-related courses, education, arts and law for 2010 entry. Demand for science courses was also higher than in recent years. The University is particularly pleased with demand for its new offerings in 2010: the Bachelors of Environmental Design (Architectural Studies), Nutrition and Dietetics, Midwifery, and the single Bachelor of Laws.

The Office of Student Recruitment was created in November to enhance the recruitment and marketing capacity, through supporting academic groups in the development of undergraduate and postgraduate programs relevant to the market. This office will focus on recruitment of postgraduate students, in addition to undergraduate programs.

Excellent

Goal

Griffith will improve its performance in each of its programs in national rankings of learning and teaching quality, so as to be in the top 30% of all universities by 2013.

The *Principles to Promote Excellence in Learning and Teaching Practices at Griffith University* were generated during extensive consultation with teaching staff to inform good practice. They underpin the strategic objectives and action areas identified as priorities in *Academic Plan 3*. The principles reflect both our commitment to excellence in learning and teaching, and our aspiration that studying at Griffith will be a distinctive experience, characterised by critical inquiry, acceptance of diversity, and engagement with local and global issues.

Another key supporting statement is the *Blended Learning Strategy*, which was revised to take account of the appointment of new positions. Blended learning advisors, one for each of the academic groups, will explore new modes of delivery and provision, and improve the alignment of resources with strategic objectives.

Assessment has a significant impact on what students value in their learning, and in 2009 the University refocused its attention on assessment through:

- adopting a new *Academic Misconduct Policy* and a revised *Institutional Framework for Promoting Academic Integrity among Students*
- implementing a 'students at risk' strategy to ensure students performing poorly in their first assessment item are directed towards an appropriate intervention
- establishing a University-wide Assessment Committee
- consultation around a new approach to assessment standards and moderation.

The Griffith Business School received its accreditation by the Association to Advance Collegiate Schools of Business (AACSB) International, one of the highest awards for educational institutions that award business degrees. It is one of five Australian Business Schools to be accredited by AACSB International. The Griffith Business School's Master of Business Administration (MBA) and International MBA programs received a five-star rating from the Graduate Management Association of Australia (GMAA) again in 2009. For the MBA, this marks the 8th consecutive year that it has received such recognition, an achievement matched only by the University of Melbourne's MBA program. For the International MBA, this is the second consecutive year the program has been recognised in this way.

The quality of our course delivery is the key to our students' experience of teaching and learning. To assure course quality, the University's course approval and evaluation processes have been upgraded in 2009 for University-wide implementation in 2010. The revised electronic Course Profile System will provide students with a more comprehensive range of course information focused on the achievement of the Griffith graduate attributes and customised assessment and learning resource pages. To support the University-wide approach to student evaluation of courses, the Evaluations at Griffith system has been upgraded for implementation in Semester 1, 2010.

The streamlined and more automated process makes it easier for teaching staff and for academic managers to meet the requirements of evaluating every offering of a course. The survey system, delivered and collected online, makes it more convenient for students to complete.

Celebrating Teaching Excellence Week, held in early November with many University-wide and local events conducted on all campuses, focused on teaching and learning. Activities included the Blended Learning Showcase, discussion of current issues and opportunities to network. The Gala Evenings, held in Brisbane and Gold Coast venues, recognised award-winning teachers at the local level—named in the Faculty Learning and Teaching Citations, the Griffith Awards for Excellence in Teaching, and level one Griffith grants for Learning and Teaching—and those who received fellowships, grants and scholarships from the Australian Learning and Teaching Council.

Griffith continues to implement its Succeeding @ Griffith framework as an institution-wide, evidence-based strategy to attract, retain, and graduate successful students from diverse backgrounds. During 2008–2009, the strategy focused on a first-year-advisor approach to facilitate the successful transition of commencing students to university. First year advisors respond to student needs and concerns, providing commencing students with a local, predictable, non-judgmental and accessible point of contact at the most critical and formative phase of their university experience. Systematic evaluations of the strategy suggest that 'effective student support' is increasingly viewed as core business for the University and a legitimate academic role.

Performance: Learning (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.

The revised version of the *Griffith Graduate Statement* recognises the need for graduates to gain a global and international perspective in their disciplines and to competently interact in culturally or linguistically diverse contexts. It is intended that assessment, course and program outcomes will be aligned with these attributes. The importance of internationalisation is also recognised in Griffith's *Principles to Promote Excellence in Learning and Teaching Practices at Griffith University*. The University is committed to providing learning experiences that develop inter-culturally capable graduates who can make a difference as socially and ethically responsible global citizens, and valuing and recognising individual and cultural diversity through the provision of an inclusive context of support and respect for all students.

A curriculum audit of course content was completed in 2009 and baseline data relating to internationalisation are being used to inform planning. The audit of the extent to which Griffith's curriculum contains internationalised content showed the following positive outcomes for the University's programs that responded to the audit:

- 94% have content relating to other countries and cultures relevant to the area of study
- 63% require students to engage actively with others from different international backgrounds
- 50% incorporate overseas exchange or placement opportunities for students
- 74% include the study of cross-cultural communication or a foreign language
- 75% contain assessment items that measure the international dimensions of the curriculum
- 34% have achieved accreditation through international organisations.

In relation to work-integrated learning (WIL), the University's commitment to this area was evidenced through the establishment in 2009 of a WIL unit and the appointment of a project manager and a project officer. The WIL unit engages with academic and professional WIL staff at Griffith to develop policy, standards, resources and guidelines for the expansion and monitoring of WIL in all disciplines, in partnership with the Griffith WIL working party.

In November 2009, Griffith opened up its Third Annual WIL Symposium to a national audience for the first time and staged the first WIL showcase. The very successful symposium was attended by representatives from many major universities across Australia, and gave Griffith the opportunity to affirm its leading position in WIL. The vibrant WIL showcase generated considerable interest in industry, community and academic circles, presenting a wide array of displays and live presentations of excellent Griffith student WIL work from diverse disciplines.

Also in the national spotlight was the new Bachelor of Commerce (Professional) which is strongly WIL-oriented. It won a national award for Best Higher Education and Training Collaboration from the Business/Higher Education Round Table (B-HERT) for its outstanding achievement in collaboration between business and tertiary education in the fields of research, development, education and training. It is expected that this Logan campus program will be a model of best practice for developers of many new programs around Australia.

A major achievement for WIL at Griffith is the completion of the Placement Essentials package for students, staff and placement providers by the Griffith Health Group. These highly comprehensive resources are the definitive tool for students, staff and industry partners in relation to all health clinical education and will serve as rich models for resources in most other WIL disciplines.

In the development of a whole-of-University inclusive curriculum, Griffith will be strongly co-developing curriculum with local Indigenous communities—traditional land-owner communities for each campus, and contemporary Aboriginal and Torres Strait Islander communities. Input is being coordinated by a reference group and a working group.

The Aboriginal and Torres Strait Islander Inclusive Curriculum Development and Implementation Reference Group, co-chaired by Graham Dillon, who was recently appointed as Elder-in-Residence at Gold Coast campus, is providing advice and consulting relevant parties. Dr Chris Matthews and Professor Keithia Wilson have been awarded a Priority Project Grant by the Australian Learning and Teaching Council for *Facilitating a whole-of-university approach to Indigenous curriculum development: Leadership frameworks for cultural partnership*. This work will inform developments relating to the inclusive curriculum.

Successful

Goal

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

The University's revised *Graduate Attributes* focus our efforts on supporting students to develop skills, knowledge, attitudes and behaviours that prepare them to be leaders in their fields by being:

- knowledgeable and skilled in their disciplines
- effective communicators and team members
- innovative and creative, with critical judgement
- socially responsible and engaged in their communities
- competent in culturally diverse and international environments.

The Griffith Institute for Higher Education (GIHE) and the Secretariat co-hosted workshops in late 2009 and will do so through 2010 to support academic staff as they make the transition to using the revised graduate attributes in the new system.

The average graduate success rate for Griffith graduates improved by 5.2 percentage points between 2006 and 2008 and the percentage of Griffith graduates in the top 30% and 50% of national graduate success rate also increased by about 10 percentage points over the same period.

Griffith continued its strong commitment to helping our students find employment. The University built stronger relationships with employers, at the organisational level through on-campus recruitment and career fairs and, at the individual level, through the mentoring of later year students with industry partners via the high-profile Industry Mentoring Program.

Griffith's Careers and Employment Service (CES) activities that develop and enrich students' skills in seeking and keeping jobs included:

- career counselling, featuring individual assistance as well as group programs with extended after-hours careers consultations
- seminars at all campuses on practical job search strategies
- lectures within courses (including Making Employment Happen within the schedule of many first year courses)
- an assessable careers module embedded into the curriculum in all business programs and the Bachelor of Arts in Arts, Education and Law
- online resources to give students up-to-date information, for example CareerBoard, Career Smarter, Career Options guides, Workplace contact list, and online podcasts, blogs and direct feeds into major social networking sites.

Of particular note is the embedded, for-assessment module known as CareerFocus, which is being rolled out in additional degree programs on an annual basis. Also noteworthy is CareerBoard, the system used to broker vacancies for students and graduates at Griffith, which showed significant increases in new student registrations during 2009.

The Careers and Employment Service has been recognised for its innovation in the field of careers support and development, and for provision of quality services and programs. For example:

- The National Indigenous Cadetship Program was awarded an Australian Learning and Teaching Council (ALTC) Citation for Excellence in the category of Programs that Support Student Learning in 2009
- Graduate Careers Australia (GCA) has invited Tony Lyons (Head, CES) to be on the board 2010–2011
- At the institutional level, the Placement Officer, Indigenous Students was awarded the GUMURRII Reconciliation Award in 2009 in recognition of her work supporting career and employment outcomes for Indigenous students.

Griffith is acknowledged as a leader in Indigenous placements. The Indigenous Cadetship Support initiative (formerly called National Indigenous Cadetship Program) placed 27 Indigenous students into cadetships with public and private sector employers (from November 2008), and successfully tendered to be a service provider on DEEWR's national Indigenous Employment Programs Panel.

Outlook

2010 will be an interesting year as Griffith, along with all other universities, negotiates its targets with the Commonwealth Government on indicators relating to overall student numbers and enrolment of students from specific equity groups, particularly those from low socioeconomic backgrounds. Targets will also be set for quality of learning, teaching, student retention, and graduate employment. These issues have been a strong focus of Griffith University's activities over the past few years. We already have strong systems and strategies in place to tackle each of the performance indicators proposed by the Commonwealth Government.

Griffith will aim for growth, subject to availability of funding for capital development. We will expand our outreach and pathway programs with a view to increasing participation by students from low socioeconomic backgrounds on all our campuses.

Griffith will continue to focus strongly on attracting and supporting students from Indigenous backgrounds. We will also conduct a thorough review of our program offerings to ensure that our curricula are aligned with student demand and employment opportunities. The new Office for Student Recruitment will work with all areas of the University on this task. Griffith will aim to retain its international student numbers at around 25% of its total enrolments.

Griffith's key strategies for 2010 in the area of enhancing learning and teaching quality include:

- strengthening the emphasis on good teaching in decisions regarding the appointment, probation, annual review, and promotion of academic staff
- monitoring and responding 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
- expanding professional development opportunities in learning and teaching
- providing grants and fellowships to promote innovative practices in teaching
- implementing the Griffith *Principles to Promote Excellence in Learning and Teaching Practices*
- setting school- and group-level targets for improvement in student evaluations of their experience
- ensuring 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.

Improvements in learning technologies will focus on four strategies:

- support for the academic community for the design and development of engaging learning experiences
- the roll-out of lecture/desktop capture technology which makes face-to-face resources available for student review
- the review of academic and information literacy support services and materials
- alignment of information and technology tools with the intent of the Griffith Graduate Attributes statement.

In 2010, Griffith will continue a rigorous emphasis on implementing the Succeeding@Griffith initiatives relating to the first-year experience. This includes the employment of first-year advisors, early detection of and intervention with students at risk, and close tracking of student responses to their first-year experience, with appropriate actions in response to feedback. A major initiative in 2010 is the introduction of a compulsory 'for credit', discipline-specific English language subject for many international students. This subject forms part of Griffith's English Language Enhancement Strategy. Each school will also develop its own local-level strategies for enhancing the student experience.

We will further increase our investment in the development, implementation and support of strategies to prepare students for achieving employment and succeeding in the workforce. We will also develop a strategy to ensure the inclusion of a later-years experience for students that facilitates their preparation for work or further study, in addition to increasing opportunities for work-integrated learning.

Finally, two key staffing initiatives will be given emphasis in 2010, namely a multi-component program to develop and support best practice among sessional teaching staff, and an initiative to recruit and optimise the career development of early-career lecturers.

Performance: Supporting strategies

Staff

University staff are the key to success in learning and teaching and research, and we have continued to build on initiatives that support the development of individuals and cohorts of staff. The focus is on supporting areas of the University to achieve high standards of productivity in relation to the University's strategic goals.

Development and support

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.

A continued emphasis on leadership and management development was maintained during 2009. A structured program for heads of schools and departments was conducted across all of the four academic groups and regular forums for deans and academic managers provided opportunities to promote the importance of leading organisational cultural change and high performance. These activities included briefings from senior staff, short workshops on key aspects of management, skills workshops and opportunities for participation in personal leadership programs. The University's Women in Leadership and Middle Management Development programs were successfully conducted and many staff participated in the short courses program, which consists of a range of workshops and professional development activities.

Fifty-seven academic staff were promoted in the annual round, 28 of whom were to senior (associate professor and professor) levels.

Key appointments to the University during the year included Professor Parlo Singh to the role of Dean, Griffith Graduate Research School, Ms Kathy Grgic, Academic Registrar, Professor Sue Berners-Price, PVC (Science, Environment, Engineering and Technology Group) and Professor Paul Mazerolle, PVC (Arts, Education and Law Group). Each of these appointees was either a current or past Griffith employee.

Performance

Strategy

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

Policies designed to support areas of strategic importance were further refined during 2009. Criteria for assessing staff performance as part of the annual academic staff review process included improved means for recognising excellence. In addition, a detailed work profiles document was developed and promulgated, enabling all academic staff to be clearer about the expectations associated with their respective roles and levels.

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

Targets set in the *University's Equity and Diversity Plan* in relation to the representation of women were largely achieved. Thirty per cent of academics at senior (associate professor and professor) levels are women, and women represent 45% of all academic staff. Fifty per cent of staff in senior administrative and professional roles are women, and the Executive Group had a female membership of 36%. The University again received the annual 'Employer of Choice for Women' citation from the Equal Opportunity for Women in the Workplace Agency, continuing to be one of very few organisations nationally to receive this recognition continuously since its inception in 2001.

Indigenous staff employment was maintained at 1.5% of overall staff; however the University has one of the highest rates of Indigenous staff representation, especially in academic roles, across all Australian universities. For the fifth consecutive year an Indigenous staff member was a recipient of a Commonwealth Indigenous Staff Scholarship, of which only five are awarded nationally.

Students

Student quality

Strategy

The University's student recruitment strategy, which rests on close partnerships with key schools and a generous package of financial assistance and enrichment experiences for high-achieving students, will be measured by the percentage of OP1–8 students (or equivalent) who enrol at Griffith, as a percentage of all students entering universities in Queensland.

To attract high-achieving students, Griffith continued to offer Sir Samuel Griffith scholarships and Honours College membership. The OP1 guarantee was introduced allowing for up to 100 Sir Samuel Griffith scholarships, an increase from 75 offered in previous years. Applications for 2010 showed similar patterns to previous years and covered a wide distribution of academic programs across all disciplines and campuses.

In its second year of operation, the reputation of the Griffith Honours College has grown through the students' involvement in local, national and international community engagement activities. The increased awareness of the benefits that the College offers to its student membership resulted in a very competitive selection process in 2009. At the end of 2009 the Griffith Honours College had an active membership of 295 undergraduate high-achieving students.

Griffith Honours College students made up more than a quarter of the prestigious Australian delegation that recently went to the Netherlands to compete in the Harvard World Model United Nations (MUN) 2009. The national delegation was selected through a tough selection process and 12 internationally-minded Griffith applicants were given the honour to represent Australia. The University also sponsored a second team of 8, which gave 20 Griffith students the opportunity to fly to The Hague and take part in a wide range of WorldMUN 2009 sessions modelled on UN operations.

Honours College students have been representatives on many University and external committees, such as the elected undergraduate on Griffith University Council, three elected members on the Academic Committee, UNIFEM, and the United Nations Association. The students also take part in community activities such as fund-raising for local charities—achieving the second largest amount of funds raised in South-East Queensland for Relay for Life. Several students were also involved in community development projects in Cambodia and Peru.

Griffith Connect Valued Partners program grew to 116 schools in 2009, including 21 schools from Northern New South Wales. The October QTAC data showed a 6.75% increase in first preferences from partner high schools.

In 2009, Griffith continued to interact with students through school visits, campus visits, experience days and other key events, reaching approximately 55 000 prospective students. The Griffith Connect Guaranteed Admission Scheme attracted 429 applications from the partner schools, with 273 offers being made. Eight Professional Development Scholarships worth \$5000 each were awarded to staff in Griffith Connect partner schools, an increase from five in 2008.

Education Queensland's Queensland Academy for Health Sciences (QAHS) opened for Year 10 and 11 students in 2008. Of the first 69 students to graduate from the QAHS, most have accepted university positions in Queensland, with 76% of these choosing Griffith, and many accepting guaranteed offers into Health degrees.

Student diversity

Strategies

The University will implement a comprehensive program of English language support for students, and will provide students with financial support to study or work offshore as part of their Griffith degrees.

The University's Equity and Diversity Plan sets out the targets and strategies relating to Indigenous students, students of low socioeconomic status and students with a disability.

Griffith has developed a broad, cohesive strategy to provide support to students for whom English is not a first language before, during and on completion of a student's degree. The English Language Enhancement Strategy's five components aim to increase English language skills among international students and to maximise students' chances of succeeding in their academic studies:

- Griffith UniPrep—an intensive three-week program of language skills for university studies in English
- English Language Enhancement Course—a course taken as part of an undergraduate degree
- EnglishHELP—English language support while studying
- Student Linx—social interaction to build cross-cultural ties
- IELTS4grads—support to sit an IELTS academic test on completing a full degree.

Students (continued)

The English Language Enhancement Course was developed during 2009 and will be introduced in most undergraduate programs, to enhance the English language capacity of its international students. Griffith also introduced Student Linx, a program to build interactions and enhance relationships between domestic and international students.

The *Griffith University Equity and Diversity Plan 2007–2010* focuses on improving outcomes for low socioeconomic status (SES), Indigenous Australian, non-English-speaking background students, and students with a disability. It is complemented by the *Disability Action Plan 2007–2011* which provides a particular focus on students with a disability in line with the *Disability Discrimination Act* and the *Disability Standards for Education 2005*.

In the 2009 Federal Budget, new funds for universities were announced, consistent with the Bradley Review's emphasis on widening participation for low-income and disadvantaged students. Since then, significant preparatory work has been undertaken to position Griffith strategically and operationally in the context of this national policy framework and build the capacity of the University's student equity and diversity programs.

Specific initiatives for 2009 included:

- implementation of the DEEWR-funded (Diversity and Structural Alignment Grant) Adult Learner Social Inclusion Project (2009–2011)—a QUT–Griffith collaboration devised to create a large-scale outreach, support and transition program for adult learners studying Adult Tertiary Preparation programs and Senior studies at partner TAFE Institutes and senior secondary colleges in the low-SES northern and southern corridors of Brisbane. Key milestones achieved in 2009 include project establishment, the delivery of student support activities, implementation of a promotional strategy for the 2010 student intake, and research design and development.

- implementation of the University's Memorandum of Understanding with The Smith Family (TSF) (2009–11), which provides assistance and support to TSF Learning for Life (LFL) staff, TSF students and their families to develop a greater awareness of University study options and support services available to students by providing coordinated access to Griffith student support arrangements. Griffith provided financial sponsorship, hosted the inaugural TSF Tertiary Awards events at the Gold Coast campus, supported the Logan Tertiary Awards event, facilitated educational and careers advisory events for LFL students, and supported TSF corporate sponsorship activities.
- active contributions to state and national widening participation initiatives, including the Queensland Higher Education Forum Widening Participation Group which brought together representatives from universities, schools and vocational education and training (VET) to develop collaborative proposals, with a particular emphasis on Indigenous-specific projects
- launch of the new Griffith website, Aboriginal and Torres Strait Islander: First Peoples (griffith.edu.au/community/aboriginal-torres-strait-islander-first-peoples) which provides information about Indigenous aspects of Griffith's community and links with specific areas of Aboriginal and Torres Strait Islander expertise, support and resources
- positive outcomes in the area of equity scholarship, including the publication of *A Step Out of Poverty: Aspirations, Retention, and Transformation: A Review of Equity Scholarships at Griffith University* and successful bids for new categories of Commonwealth Scholarships (that is, Indigenous Access Scholarships)
- presentation of Harmony Week in March themed 'celebrating diversity, promoting unity', to raise the profile of racial harmony concepts across the University and positively contribute to the Griffith community.

In 2009, there were 512 Aboriginal and Torres Strait Islander students enrolled in the University. During the graduation ceremonies, 54 graduating students identified as Aboriginal and Torres Strait Islander, which was an increase of 42% over 2008 graduates. At the end of 2009, the QTAC first preferences for Griffith amongst Indigenous Australian students were almost 50%, with the next closest university at about 20%.

Griffith continued to deliver an established suite of outreach, pathways, financial, transition and other specialised support programs to disadvantaged students. These include Uni-Reach, Alternative Entry (Aboriginal and Torres Strait Islander students), the Uni-Start Equity Admissions and Scholarships Scheme, Uni-Key and the Chancellor's Scholarship scheme.

In 2009 Griffith's Uni-Reach program was selected as a 'good practice' case study nationally in the DEEWR-commissioned research *Interventions early in school as a means to improve higher education outcomes for disadvantaged (particularly low SES) students*, prepared by the National Centre for Student Equity in Higher Education.

Performance: Supporting strategies (continued)

Physical facilities and information resources

The *2009–2013 Strategic Plan* 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 will be progressively implemented.

Capital Management Plan

The *Capital Management Plan 2010–2012* has been developed and will be presented to the March 2010 meeting of Council. Subsequent to the endorsement of Council, the Plan will be progressively implemented.

Electronic infrastructure

Information and communication technologies are now core to all aspects of the University's learning and teaching, and research agendas and their support. The *Electronic Infrastructure Capital Plan* is reviewed on a continuing basis through five program boards, each of which governs a portfolio of projects. Funding priorities are reassessed as new technologies that have potential to address strategic objectives emerge.

Other governance reports

Organisational reviews

Griffith University continued the formal process of reviewing faculties and support service divisions, in line with the review processes adopted and approved by Council in May 2003. In 2009, the University completed its first cycle of reviews, with preparations underway for a second cycle of reviews commencing in 2010.

During 2009, the Griffith Graduate Research School was reviewed under the support service divisions review process. The purpose of division reviews is to improve the planning and performance of elements through a continuing cycle of self-assessment, benchmarking, critical reflection, forward planning and internal/external peer review.

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

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

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

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

In 2009, the University Council received five 12-month progress reports and seven 18-month progress reports.

Audit Committee

The Audit Committee's overall role is to assist the Vice Chancellor and the University Council to discharge the responsibilities imposed under the *Financial 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 audits, the Audit Committee assesses the audit report findings and relevant management responses, and advises the University Council, as appropriate. 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.

Risk management

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

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

The University's Risk Management Action Plan was extensively reviewed during 2009 with particular attention paid to identification of the key strategic risks facing the University. The Risk Management Plan 2009 was approved by Council at its meeting in December 2009 and identifies ten high level risks and details the mitigation strategies to reduce those risks.

Health and safety

The highlights of the year have been:

- new University Health and Safety Committee and Academic Group Health and Safety committees established and working well
- new Health and Safety intranet site near completion, and communication plan developed
- three new online courses launched —Advanced Health and Safety, Practical Hazard and Incident Management, and Student Placement Health and Safety Induction

- health and safety forums held on Wellness at Work, and Human Factors and Workplace Design
- full implementation of online laboratory induction for relevant undergraduate students in SEET and Health
- 'Smoke less' pilot program implemented at Mt Gravatt campus
- free 'flu vaccinations administered to 1321 staff
- workers' compensation premium reduced by 21% (as percentage of wages); lowest since 2002.

Public Sector Ethics Act

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

Information privacy

On 1 July 2009 the Queensland Government introduced new Right to Information and Information Privacy legislation. Griffith University's Privacy Plan complies with the Right to Information Act 2009 and Information Privacy Act 2009. The University encourages staff to familiarise themselves with the privacy website. The Plan is reviewed annually to ensure ongoing compliance.

Freedom of Information

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

In mid-2009, the University reported on the number of FOI applications received by it between 1 July 2008 and 26 March 2009. During that period, the University received five (5) applications to access University documents under the FOI Act. Five (5) applications concerned the personal affairs of the applicants, and no applications were received for non-personal applications. During the period 27 March 2009 and 30 June 2009 the University received two (2) applications to access University documents under the FOI Act. Two (2) applications concerned the personal affairs of the applicants, and no applications were received for non-personal applications. By way of comparison, the University's 2007-08 report recorded that it received six (6) personal applications and three (3) non-personal applications to access documents under the FOI Act between 1 July 2007 and 30 June 2008.

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. No disclosures were made in 2009.

Griffith Medical Research Institute

The University determined that the company was no longer required and Griffith Medical Research Institute (GMRI) was deregistered on 17 June 2009.

Seno Sano Pty Ltd

Seno Sano Pty Ltd was established to develop and commercialise a new approach for the treatment of breast cancer. The Directors have determined that the company's research and development activities have not successfully achieved the required key milestones so all business activity has ceased and an application for deregistration was submitted on 14 December 2009.

Gold Coast Innovation Centre Ltd

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

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

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

Information systems

The University continues its use of the Oracle PeopleSoft ERP system for its enterprise information systems. This includes PeopleSoft Finance version 8.4, PeopleSoft Enterprise Portal version 9.0 and PeopleSoft Campus Solutions version 9.0 for human resource, payroll and student administration functions.

Significant investment in system performance tuning and application capability enhancement has been made to the student, HR and finance products during 2009 to enable increased efficiency in these administrative areas. These systems enable not just back-office administration activities, but also directly assist our student body to access relevant program and course information, as well as performing critical tasks such as their enrolment.

Financial summary

Overall result

2009 was another solid year financially for the University with a good 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 provided a net increase in our cash funds.

With changes to the accounting standards, the terminology and layout of the financial statements have changed in 2009.

The changes introduced a statement of comprehensive income to replace the previous income statement, changed the layout and disclosures in the statement of changes in equity, and changed the balance sheet back to a statement of financial position.

Total comprehensive income for 2009 was \$354.8m, comprising an operating surplus of \$94.4m and a gain on revaluation of land and buildings of \$260.4m. The equivalent figures for 2008 being \$187.1m for total comprehensive income, with an operating surplus of \$101.3m and a gain on revaluation of land and buildings of \$85.8m. The major reason for the increase in total comprehensive income of \$167.7m was the significant increase in the gain on revaluation of land and buildings. This is due to the University adopting an updated 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. The change resulted in an adjustment to accumulated depreciation of \$130m, and was treated as a change in accounting estimate in the financial statements as disclosed in note 1(h).

The operating result surplus of \$94.4m in 2009 is slightly lower than the \$101.3m operating surplus recorded for 2008. This 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 on receipt or control of the funding.

As was the case last year much of the surplus is therefore unspent funding earmarked for specific research activities or capital projects, which will impact expenditure in future years.

Total revenue increased by \$48.1m (7.7%) from \$627m to \$675.1m. The main reason for the increase is an additional \$10.3m from Australian Government grants, which include unspent capital funding from the Teaching and Learning Capital Fund, additional base funding to cover increased student numbers, funding for specific research activities, and an increase of \$8.8m in HECS-HELP/FEE-HELP student loan contributions.

There was also an increase of \$23.8m in student fees and charges, mainly due to a higher number of fee-paying overseas students. Total expenditure increased by \$55m (10%) from \$525.8m to \$580.8m. The overall net increase in expenditure is mainly due to an increase in employee related expenses of \$34.5m, a decrease in depreciation and amortisation expenses of \$5.4m, and an increase in other expenses of \$26.5m (mainly scholarships, consultancy, subscriptions, overseas agent commissions, staff development and travel).

The statement of financial position reflects a significant increase of \$354.8m in total equity (net assets) from \$1,229.2m to \$1,585m.

This is due to an increase in reserves of \$260.4m, comprising the revaluation of land and buildings and the adjustment to accumulated depreciation, as a result of the University adopting an updated method for valuing and assessing future service potential of buildings (useful lives). It also reflects the increase in retained surplus, as a result of the 2009 operating result surplus of \$94.4m. The change in equity is reflected in the movement of net assets with total assets increasing by \$360.7m (25%), offset by an increase in total liabilities of \$5.9m (2.7%).

Short-term liquidity (ratio of current assets to current liabilities) increased to 2.51 in 2009 from 2.36 in 2008. 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 (\$40m) of the current provisions of \$58.7m (mainly employee entitlements for recreation and long service leave) would not expect to be settled within the next 12 months based on historical trends of staff leave balances.

Sources of operating revenue

Overall, federal government funding decreased as a proportion of the University's operating revenue as did funding for core operating purposes as a percentage of total revenue. Direct grants of \$261.6m (\$251.3m in 2008) and student loan contributions through the Higher Education Contribution Scheme and FEE-HELP loan programmes of \$121m (\$112.3m in 2008), accounted for 56.6% (58.0% in 2008) of total operating revenue. Of the \$261.6m direct federal grants received, only \$175.1m or 25.9% of total operating revenue (\$160.1m or 25.5% in 2008) was received for core operating purposes.

Overall revenue derived from non-government sources increased from \$242.3m (38.6%) in 2008 to \$272.6m (40.4%) in 2009, with income from student fees and charges of \$181m (\$157.1m in 2008) 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	2009	2009	2008	2008
	\$m	%	\$m	%
Direct Grants	261.6	38.7	251.3	40.1
HECS/FEE Help	121.0	17.9	112.3	17.9
Total Federal Government	382.6	56.6	363.6	58.0
State and Local Government	20.0	3.0	21.1	3.4
Non-government	272.6	40.4	242.3	38.6
Total	675.2	100.0	627.0	100.0

Capital funding

In 2009, the University received \$12.9m (\$12.5m in 2008) as federal government capital roll-in funding and allocated \$15.1m (\$13.4m in 2008) from fee-paying student income for capital purposes. Federal government capital development pool funding increased to \$3.2m in 2009 compared to the \$1.3m received in 2008. The University also received an allocation of \$19.3m in 2009 from the Teaching and Learning Capital Fund compared to the \$16.2m received from the Better Universities Renewal Fund in 2008.

During 2009, a total of \$73m (\$36.7m in 2008) 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

The global financial crisis has had a relatively minor impact on the University investments. Unlike some of the older, more established universities Griffith did not have significant investments derived from bequests and other sources which were exposed to the fall in share markets in Australia and overseas.

Funds available for investment during 2009 varied based on operating, investing and financing activities but by year-end the net cash and cash equivalents had increased by \$45m, from \$220.3m in 2008 to \$265.3m at the end of 2009. Net investment income from funds invested increased by \$1.4m from \$11.4m in 2008 to \$12.8m in 2009.

During 2009, there were further draw downs of Smart State Loans and Innovation Building Funds.

New developments

In the *University Budget 2010–2012* the University confirmed its commitment of moving progressively towards allocating 5% of its General Fund component of the budget into the Strategic Development Fund to continue supporting areas identified as strengths in research and teaching. The goal remains for the University to attain world-class standing and a distinctive international profile in each area and for the funds to be carefully utilised to achieve this goal.

The University is monitoring the impact of recent security concerns of international students and the global financial crisis as this could influence our overseas student fee income. At this stage, there is no indication that the University's overall international student market has been adversely affected by either of these external factors. On a positive note difficulties in the local employment market seems to have contributed to increased demand for admission to universities, a higher acceptance rate of offers, and an increase in the retention of existing students.

After a detailed review of the University's physical and electronic infrastructure, as well as the capacity of the University for further strategic asset investment, *The Capital Management Plan 2010–2012* was developed and recently approved by Council. It will allocate \$205m to the next phase of development for the University, with \$35m for electronic infrastructure and \$170m for physical infrastructure, and entail further external borrowings of \$70m. The plan represents a significant commitment to projects identified as critical to achieve the University's teaching and research goals, particularly in the context of the new Commonwealth government policy environment arising from the Bradley and Cutler reviews. Each of the projects included has been evaluated against this background.

Future directions

As a result, of the Bradley review, there will be a significant change in the competitive environment for domestic students from 2012. There will no longer be any Commonwealth Government quota or cap on the number of undergraduate places and at the same time the current safety net for universities will be abolished. This means universities will only be funded for the students who 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.

Going forward the University must 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). Additional competition for domestic students could also arise if the market is opened to other providers, other than universities.

Factors influencing choices by international students such as the adverse publicity about poor quality providers, negative treatment of students, as well as the very adverse publicity in India is likely to impact recruitment of students from that part of the world. Perceived problems in the China–Australia relationship may also impact the international student market although this is not evident at present.

As a result of the uncertain external factors mentioned above, the ongoing competition for quality international students, 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 2011–2013 University budget the current budget methodology will be reviewed to ensure it takes into consideration any Commonwealth funding changes and continues to meet the aspirations set out in *Griffith 2015: implementing the vision*.

Financial statements for the year ended 31 December 2009

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 programmes
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 2009 to 31 December 2009, and of the financial position as at 31 December 2009 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.

H SMERDON
Acting Chancellor

I O'CONNOR
Vice-Chancellor

R V SRINIVASAN
Director
Finance and Business Services

26 February 2010

**Statement of Comprehensive Income
for the year ended 31 December 2009**

	Notes	2009 \$'000	2008 \$'000
Revenue from continuing operations			
Australian Government financial assistance			
- Australian Government grants	2	261,621	251,310
- HECS-HELP – Australian Government payments	2	102,574	98,117
- FEE-HELP	2	18,458	14,138
State and local Government financial assistance	3	20,007	21,103
HECS-HELP – Student Payments		14,517	14,969
Fees and charges	4	180,969	157,116
Investment revenue	5	10,708	13,444
Royalties, trademarks and licences		574	221
Consultancy and contracts	6	27,784	22,171
Other revenue	7	36,133	31,269
Total revenue from continuing operations		<u>673,344</u>	<u>623,858</u>
Gains on disposal of assets		81	3,271
Investments accounted for using the equity method	20	(388)	(149)
Other Investment income	5	2,149	70
Total revenue and income from continuing operations		<u>675,186</u>	<u>627,051</u>
Expenses from continuing operations			
Employee related expenses	8	352,864	318,303
Depreciation and amortisation	9	32,031	37,388
Repairs and maintenance	10	11,496	10,384
Borrowing costs		7,074	6,343
Impairment of assets	11	279	833
Losses on disposal of assets		474	360
Investment losses	5	-	2,063
Other expenses	12	176,578	150,097
Total expenses from continuing operations		<u>580,796</u>	<u>525,771</u>
Operating result before tax		94,390	101,280
Tax expense		(5)	17
Operating result from continuing operations		<u>94,395</u>	<u>101,263</u>
Operating result after tax for the year		94,395	101,263
Gain on revaluation of land and buildings	16	260,372	85,801
Total Comprehensive Income		<u>354,767</u>	<u>187,064</u>
Attributable to:			
Parent entity		354,767	187,069
Minority interest		-	(5)

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

Financial statements for the year ended 31 December 2009

Statement of Financial Position as at 31 December 2009

	Notes	2009 \$'000	2008 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	13	255,341	212,133
Receivables	14	39,900	26,100
Inventories		1,415	1,131
Other financial assets	15	9,937	8,166
Other non-financial assets	19	7,009	7,019
Total current assets		313,603	254,549
Non-current assets			
Other financial assets	15	1,735	1,363
Property, plant and equipment	16	1,472,602	1,169,760
Intangible assets	17	10,354	11,663
Premium on leased property	18	6,852	6,920
Investments accounted for using the equity method	20	7	246
Total non-current assets		1,491,550	1,189,952
Total assets		1,805,152	1,444,501
LIABILITIES			
Current liabilities			
Trade and other payables	21	22,275	11,722
Borrowings	22	15,045	14,205
Provisions	23	58,664	53,212
Other liabilities	24	29,067	28,644
Total current liabilities		125,051	107,783
Non-current liabilities			
Trade and other payables	21	286	286
Borrowings	22	85,517	98,206
Provisions	23	10,291	8,986
Total non-current liabilities		96,094	107,478
Total liabilities		221,145	215,261
Net assets		1,584,007	1,229,240
EQUITY			
Parent entity interest			
Reserves	25	907,779	647,404
Retained surplus	25	676,228	581,726
Total parent entity interest		1,584,007	1,229,130
Minority interest		-	110
Total equity		1,584,007	1,229,240

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 2009**

	General Reserve	Asset Revaluation Surplus	Retained Surplus	Minority Interest	Total
Balance at 1 January 2008	15,843	548,844	477,379	110	1,042,176
Total comprehensive income	(3,084)	85,801	104,347	-	187,064
Balance at 31 December 2008	12,759	634,645	581,726	110	1,229,240
Balance at 1 January 2009	12,759	634,645	581,726	110	1,229,240
Total comprehensive income	3	260,372	94,392	-	354,767
Minority Interest	-	-	110	(110)	-
Balance at 31 December 2009	12,762	895,017	676,228	-	1,584,007

Financial statements for the year ended 31 December 2009

Statement of Cash Flows for the year ended 31 December 2009

	Notes	2009 \$000	2008 \$000
Cash flows from operating activities			
Australian government grants received	2(i)	372,965	358,369
OS Help Net	2(i)	51	(162)
State and local government grants received		14,194	17,787
HECS-HELP – student payments		14,400	14,332
Receipts from student fees and other customers		260,675	236,340
Dividends received		1,175	821
Interest received		11,347	10,602
GST recovered/paid		8,144	4,721
Payments to suppliers and employees (inclusive of GST)		(551,691)	(516,494)
Interest and other costs of finance		(7,073)	(5,686)
Income taxes paid		5	(17)
Net cash provided by/(used in) operating activities	36	124,192	120,613
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		711	1,297
Payments for property, plant and equipment and intangible assets		(73,038)	(36,734)
Proceeds from sale of financial assets		-	3,193
Repayment of bonds and deposits		(884)	874
Payments for financial assets		(283)	(505)
Net cash provided by/(used in) investing activities		(73,493)	(31,875)
Cash flows from financing activities			
Proceeds from borrowings		8,300	54,650
Repayment of borrowings		(14,060)	(11,582)
Net cash provided by/(used in) financing activities		(5,760)	43,068
Net increase/(decrease) in cash and cash equivalents		44,939	131,806
Cash and cash equivalents at the beginning of the financial year		220,299	88,473
Effects of exchange rate changes on cash and cash equivalents		40	20
Cash and cash equivalents at the end of the financial year	13	265,278	220,299

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 2009

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 principal accounting policies adopted in the preparation of the financial report are set out below. Unless otherwise stated, the accounting policies are consistent with those of the previous year.

(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.

The financial report was authorised for issue by the chancellor on behalf of the council, on 26th February 2010. 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, including 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.

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 and revaluation of assets. Refer to accounting estimate change in Note 1(h).

(b) Principles 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 are those 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 2009 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 2009, and forming part of the Griffith University Economic Reporting Entity are as follows:

- Griffith Medical Research Institute Pty Ltd
- Seno Sano Pty Ltd
- 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 purchase method of accounting is used for 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 2009

No financial transactions have been recorded by Griffith Medical Research Institute Ltd. The company was deregistered on 17th June 2009.

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.

Seno Sano Pty Ltd has ceased trading and applied for voluntary deregistration as at 14th December 2009.

(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 parent entity financial statements using the cost method and in the financial statements using the equity method of accounting, after initially being recognised at cost.

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 parent entity's 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 and is carried at cost. 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

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

Student fees and charges

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges 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 a significant risk of change in value less bank overdrafts that are repayable on demand and form an integral part of the University's cash management. 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.

Financial statements for the year ended 31 December 2009

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.

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

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

Impairment of assets

Assets held at cost are tested annually for impairment, when significant events or circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised in the 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 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.

Change in Accounting Estimate – reassessment of asset useful lives

The University has reassessed the remaining useful lives of its assets using a more sophisticated asset condition assessment model. This refined condition assessment model is referred to as the “Advanced Straight-line Asset Management” approach and was introduced at 30 June 2009, being the date of revaluing the University’s property, plant and equipment.

The impact of this change in accounting estimate is set out below:

- In 2009 it has resulted in a reduction of \$5.8m in buildings and infrastructure depreciation expenditure compared to 2008.
- The annual impact in future years will depend on estimated future consumption patterns, but for 2010 when the full year impact is included, depreciation for buildings and infrastructure is estimated to reduce by a further \$5.8m.
- As at 30 June 2009 accumulated depreciation has been reduced by \$130 million after reassessing each asset’s condition and its remaining useful life.

(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 owing to 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.

Financial statements for the year ended 31 December 2009

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.

(m) Employee benefits

Wages, salaries and sick leave

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.

Long service leave

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

Recreation leave

Recreation leave has been accrued for outstanding leave entitlements for all employees up to balance date, having regard to salary rates and on-costs as at 31 December 2009. As the University does not have an unconditional right to defer the settlement of recreation leave, all recreation leave is expected to be settled within 12 months of the reporting date and is recognised in the provision for employee benefits and measured at the amounts expected to be paid when the liabilities are settled.

Severance entitlement

Pursuant to Australian Accounting Standard *AASB119 Employee Benefits* and the *Higher Education Contract of Employment Award*, a liability for severance payments to employees on a fixed term contract is recognised. Measurement is in accordance with an employee's period of continuous service and is based on employee salary rates as at 31 December 2009.

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 2010. The calculation is based on entitlements as at 31 December 2009.

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.



Financial statements for the year ended 31 December 2009

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 2009 reporting period. The University has assessed their application to the 2010 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, AASB 1048 Interpretation and Application of Standards, 2009-5 Amendments to Australian Accounting Standards arising from the Annual Improvements Project, 2009-11 Amendments to Australian Accounting Standards, 2009-12 Amendments to Australian Accounting Standards, 2009-13 Amendments to Australian Accounting Standards arising from Interpretation 19.

	Notes	2009 \$'000	2008 \$'000
2. Australian Government financial assistance including HECS-HELP and FEE-HELP			
(a) Commonwealth Grants Scheme and other grants			
Commonwealth Grants Scheme		167,167	152,737
Indigenous Support Fund		1,624	1,384
Equity Support Programme		332	372
Disability Support Programme		183	200
Workplace Reform Programme		2,094	2,074
Workplace Productivity Programme		590	390
Learning and Teaching Performance Fund		1,248	-
Capital Development Pool		3,267	1,300
Improving the Practical Component of Teacher Education Initiative		934	1,089
Transitional Cost Program		1,554	2,274
Graduate Skills Assessment		-	11
Total Commonwealth Grants Scheme and other grants	39.1	<u>178,992</u>	<u>161,831</u>
(b) Higher Education loan programmes			
HECS-HELP		102,574	98,117
FEE-HELP		18,458	14,138
Total Higher Education loan programmes	39.2	<u>121,032</u>	<u>112,255</u>
(c) Scholarships			
Australian Postgraduate Awards		2,740	2,274
International Postgraduate Research Scholarships		407	478
Commonwealth Education Cost Scholarships		1,974	1,952
Commonwealth Accommodation Scholarships		2,614	2,687
Indigenous Access Scholarships		367	266
Indigenous Staff Scholarships		35	-
Total Scholarships	39.3	<u>8,138</u>	<u>7,657</u>
(d) DIISR – Research			
Institutional Grants Scheme		5,976	5,978
Research Training Scheme		13,046	13,038
Research Infrastructure Block Grants		2,672	2,505
Implementation Assistance Programme		144	146
Australian Scheme for Higher Education Repositories		248	242
Commercialisation Training Scheme		119	120
Total DIISR – Research grants	39.4	<u>22,205</u>	<u>22,029</u>
(e) Voluntary Student Unionism			
VSU Transition Fund	39.5	-	3,377
Total VSU Transition Fund		<u>-</u>	<u>3,377</u>
(f) Other Capital Funding			
Better Universities Renewal Funding		-	16,212
Teaching and Learning Capital Fund		19,258	-
Total Other Capital Funding	39.6	<u>19,258</u>	<u>16,212</u>

Financial statements for the year ended 31 December 2009

	Notes	2009 \$'000	2008 \$'000
(g) Australian Research Council			
(i) Discovery			
Projects		5,901	5,548
Fellowships		168	332
Future Fellowships		670	
Indigenous Researchers Development		-	59
Total Discovery	39.7(a)	<u>6,739</u>	<u>5,939</u>
(ii) Linkages			
Special Research Initiatives		2,081	4,040
Infrastructure		350	-
International		69	64
Projects		3,304	2,723
Total Linkages	39.7(b)	<u>5,804</u>	<u>6,827</u>
(iii) Networks and Centres			
Research Networks		165	325
Total Networks and Centres	39.7(c)	<u>165</u>	<u>325</u>
Total ARC		<u>12,709</u>	<u>13,091</u>
(h) Other Australian Government financial assistance			
Department of Climate Change		1,988	4,145
Department of Health and Aged Care		5,480	8,908
Department of Environment, Water, Heritage and Arts		1,059	-
National Health and Medical Research Council		3,926	3,472
Land and Water Australia		2,278	2,184
Cape York Institute funding		1,267	3,968
Other		4,320	4,436
Total other Australian Government financial assistance		<u>20,318</u>	<u>27,113</u>
Reconciliation			
Australian Government grants		261,621	251,310
HECS-HELP – Australian Government payments		102,574	98,117
Other Australian Government loan programmes – FEE-HELP		18,458	14,138
Total Australian Government financial assistance		<u>382,653</u>	<u>363,565</u>

	Notes	2009 \$'000	2008 \$'000
(i) Australian Government grants received – cash basis			
CGS and other DEEWR grants	39.1	174,273	162,426
Higher Education loan programmes	39.2	115,158	112,546
Scholarships	39.3	9,090	8,098
DIISR research	39.4	22,205	22,029
Voluntary Student Unionism	39.5	-	1,530
Better Universities Renewal Funding	39.5	-	16,212
Teaching & Learning Capital Fund	39.6	19,258	-
ARC grants – Discovery	39.7(a)	6,739	5,936
ARC grants – Linkages	39.7(b)	5,804	4,827
ARC grants – Networks and Centres	39.7(c)	165	325
Other Australian Government grants		20,273	24,440
Total Australian Government grants received – cash basis		372,965	358,369
OS-Help (Net)	39.8	51	(162)
Total Australian Government funding received – cash basis		373,016	358,207
3. State and Local Government financial assistance			
Operating financial assistance		2,829	2,471
Capital financial assistance		8,344	12,588
Research funds		8,834	6,044
Total State and Local Government financial assistance		20,007	21,103
4. Fees and charges			
Course fees and charges			
Fee-paying overseas students		135,848	119,022
Continuing education		9,923	5,111
Fee-paying domestic postgraduate students		2,031	3,390
Fee-paying domestic undergraduate students		6,837	5,609
Fee-paying domestic non-award students		990	863
Other domestic course fees and charges		7,616	5,923
Total course fees and charges		163,244	139,918
Other non-course fees and charges			
Community services fees		2,549	2,386
Conferences and seminars		1,275	1,909
Library fees and fines		530	382
Parking fees and fines		3,059	2,877
Enrolment/reinstatement fees		1,386	1,391
Student accommodation		4,650	4,301
Other fees and charges		4,276	3,952
Total other fees and charges		17,725	17,198
Total other non-course fees and charges		180,969	157,116

Financial statements for the year ended 31 December 2009

	Notes	2009 \$'000	2008 \$'000
5. Investment revenue and income			
Dividends		1,175	821
Interest		9,533	12,623
Total investment revenue		10,708	13,444
Changes in fair value of financial assets designated as at fair value through profit and loss		2,149	70
Total other investment income		2,149	70
Changes in fair value of financial assets designated as at fair value through profit and loss		-	(2,063)
Total other investment losses		-	(2,063)
Net investment income		12,857	11,451
6. Consultancy and contracts			
Consultancy		10,413	10,616
Contract research		17,371	11,555
Total consultancy and contracts		27,784	22,171
7. Other revenue			
Donations and bequests		3,797	3,802
Scholarships and prizes		5,643	3,477
Non-government grants		878	2,492
Sale of goods		12,209	10,758
Commercial rent		1,859	1,842
Recovery of expenditure		5,829	5,049
Contributions/sponsorships		1,881	1,894
Performances and exhibitions		634	660
Other revenue		3,403	1,295
Total other revenue		36,133	31,269
8. Employee related expenses			
Academic			
Salaries		135,228	123,174
Contributions to funded superannuation and pension schemes		20,506	18,569
Payroll tax		9,009	7,842
Workers' compensation		406	340
Long service leave expense		5,312	3,208
Recreation leave		9,832	8,524
Total academic		180,293	161,657
Non-academic			
Salaries		131,396	120,677
Contributions to funded superannuation and pension schemes		19,916	17,746
Payroll tax		6,676	6,516
Workers' compensation		91	339
Long service leave expense		5,084	3,109
Recreation leave		9,409	8,259
Total non-academic		172,572	156,646
Total employee related expenses		352,864	318,303

	Notes	2009 \$'000	2008 \$'000
9. Depreciation and amortisation			
Depreciation			
Depreciation furniture		17	21
Depreciation motor vehicles		783	462
Depreciation computing		549	426
Depreciation general plant and equipment		1,124	1,161
Depreciation office and communication equipment		1,311	1,498
Depreciation laboratory/technical/scientific equipment		5,336	4,825
Depreciation infrastructure		2,120	2,148
Depreciation buildings		14,505	20,261
Depreciation network/server equipment		2,758	2,842
Total depreciation		28,503	33,644
Amortisation			
Lease premium		68	68
Amortisation intangible assets		3,460	3,676
Total amortisation		3,528	3,744
Total depreciation and amortisation		32,031	37,388
10. Repairs and maintenance			
Maintenance plant and equipment		4,711	3,958
Maintenance buildings and grounds		4,411	3,077
Minor works non capital		2,374	3,349
Total repairs and maintenance		11,496	10,384
11. Impairment of assets			
Bad and doubtful debts		179	425
Impairment of shares		100	408
Total impairment of assets		279	833

Financial statements for the year ended 31 December 2009

	Notes	2009 \$'000	2008 \$'000
12. Other expenses			
Scholarships, grants and prizes		33,807	27,028
Non-capitalised equipment		13,757	12,696
Advertising, marketing and promotional expenses		9,444	8,066
Audit fees, bank charges, legal costs and insurance		2,799	2,801
Laboratory consumables		6,689	5,905
Printing and stationery		5,296	5,154
Operating lease fees		2,772	2,224
Telecommunications		2,716	2,504
Travel and staff development		12,548	12,012
Inventory used		4,025	3,264
Hospitality		2,741	2,733
Consultancy	37	16,008	12,684
Utilities		9,968	7,963
Computer expenses		2,582	2,751
Safety security and cleaning		7,253	6,090
Subscriptions and reference materials		10,523	5,669
Commission expenses		10,294	8,000
Staff recruitment and benefits		7,298	6,884
Motor vehicle expenses		1,842	1,888
Net foreign exchange loss		(41)	(24)
Other expenses		14,257	13,805
Total other expenses		176,578	150,097
13. Cash and cash equivalents			
Cash on hand		73	75
Cash at bank		6,002	9,141
Managed funds at call		249,267	202,917
Total cash and cash equivalents		255,341	212,133
(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		255,341	212,133
Other current financial assets		9,937	8,166
Balance as per Statement of Cash Flows		265,278	220,299
(b) Cash at bank and on hand			
Cash on hand is non-interest bearing, while cash at bank is subject to floating interest rate of 3.6 % (2008 – 4.1%).			
(c) Managed funds at call			
The funds on call are subject to a variable interest rate of 4.3% (2008 – 5.37%).			

	2009 \$'000	2008 \$'000
14. Receivables		
Current		
Student fees	4,467	5,522
Trade receivables	17,924	18,477
Other receivables	19,711	4,544
Staff advances	217	217
	<u>42,319</u>	<u>28,760</u>
Less provision impaired receivables	(2,419)	(2,660)
Total receivables	<u>39,900</u>	<u>26,100</u>

(a) Impaired receivables.

As at 31 December 2009 current receivables of the University with a nominal value of \$2.4m (2008: \$2.6m) were impaired and a provision for same was established. The impaired receivables mainly relate to outstanding student fees.

	2009 \$'000	2008 \$'000
The ageing of these receivables is as follows:		
3 to 6 months	337	489
Over 6 months	2,082	2,171
	<u>2,419</u>	<u>2,660</u>

As of 31 December 2009, trade receivables of \$6.2m (2008: \$8.7m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

	2009 \$'000	2008 \$'000
The ageing analysis of these receivables is as follows:		
3 to 6 months	2,476	2,174
Over 6 months	1,824	1,231
Movements in the provision for impaired receivables are as follows:		
At 1 January	2,660	2,494
Provision for impairment recognised during the year	1,117	1,101
Receivables written off during the year as uncollectible	(370)	(260)
Unused amount reversed	(988)	(675)
	<u>2,419</u>	<u>2,660</u>

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.

Financial statements for the year ended 31 December 2009

	2009 \$'000	2008 \$'000
15. Other financial assets		
Current		
<i>At fair value through profit and loss</i>		
Managed funds	9,937	8,166
Total current financial assets	<u>9,937</u>	<u>8,166</u>
Non-current		
<i>At fair value through profit and loss</i>		
Unit trust investments	343	310
Shares in corporations-listed	820	480
Shares in corporations-unlisted	4,282	4,182
Less provision for impairment of shares in corporations	<u>(3,710)</u>	<u>(3,609)</u>
Total non-current other financial assets	<u>1,735</u>	<u>1,363</u>
Total other financial assets	<u>11,672</u>	<u>9,529</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 value fair 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:

Unlisted

AARNET Pty Ltd
Antenova Limited
Aqua Diagnostic Pty Ltd
Calytrix Technologies Pty Ltd
CRC Sustainable Tourism Pty Ltd
Guardsoft Pty Ltd
IDP Education Australia Limited
Open Universities Australia Pty Ltd
QS Semi-conductor Corporation
Smart Internet Technology CRC Pty Ltd

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.

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
At 1 January 2008							
Cost	14,531	-	18,065	125,800	532	6,942	165,870
Revaluation	-	164,730	930,037	-	63	105,091	1,199,921
Accumulated depreciation	-	-	(172,609)	(72,302)	-	(35,316)	(280,227)
Net book amount	14,531	164,730	775,493	53,498	595	76,717	1,085,564
Year ended 31 December 2008							
Opening net book amount	14,531	164,730	775,493	53,498	595	76,717	1,085,564
Revaluation surplus	-	8,485	71,497	-	-	5,819	85,801
Additions	(3,367)	-	22,815	13,635	-	764	33,847
Disposals	-	-	-	(1,555)	-	(253)	(1,808)
Depreciation charge	-	-	(20,261)	(11,235)	-	(2,148)	(33,644)
Closing net book amount	11,164	173,215	849,544	54,343	595	80,899	1,169,760
At 31 December 2008							
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
Year ended 31 December 2009							
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	1,472,603
At 31 December 2009							
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	1,472,603

Financial statements for the year ended 31 December 2009

17. Intangible assets

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

	Software & Licences \$'000		Software & Licences \$'000
At 1 January 2008			
Cost	34,865		
Accumulated amortisation	<u>(23,239)</u>		
Net book amount	<u>11,626</u>		
Year ended 31 December 2008		Year ended 31 December 2009	
Opening net book amount	11,626	Opening net book amount	11,663
Additions	3,713	Additions	2,151
Amortisation charge	<u>(3,676)</u>	Amortisation charge	<u>(3,460)</u>
Closing net book amount	<u>11,663</u>	Closing net book amount	<u>10,354</u>
At 31 December 2008		At 31 December 2009	
Cost	23,101	Cost	25,253
Accumulated amortisation	<u>(11,438)</u>	Accumulated amortisation	<u>(14,899)</u>
Net book amount	<u>11,663</u>	Net book amount	<u>10,354</u>

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 \$'000	Premium on leased buildings \$'000	Total \$'000
At 1 January 2008			
Cost	3,500	4,000	7,500
Accumulated amortisation	<u>(239)</u>	<u>(273)</u>	<u>(512)</u>
Net book amount	<u>3,261</u>	<u>3,727</u>	<u>6,988</u>
Year ended 31 December 2008			
Opening net book amount	3,261	3,727	6,988
Amortisation charge	<u>(32)</u>	<u>(36)</u>	<u>(68)</u>
Closing net book amount	<u>3,229</u>	<u>3,691</u>	<u>6,920</u>
At 31 December 2008			
Cost	3,500	4,000	7,500
Accumulated amortisation	<u>(271)</u>	<u>(309)</u>	<u>(580)</u>
Net book amount	<u>3,229</u>	<u>3,691</u>	<u>6,920</u>
Year ended 31 December 2009			
Opening net book amount	3,229	3,691	6,920
Amortisation charge	<u>(32)</u>	<u>(36)</u>	<u>(68)</u>
Closing net book amount	<u>3,197</u>	<u>3,655</u>	<u>6,852</u>
At 31 December 2009			
Cost	3,500	4,000	7,500
Accumulated amortisation	<u>(303)</u>	<u>(345)</u>	<u>(648)</u>
Net book amount	<u>3,197</u>	<u>3,655</u>	<u>6,852</u>

	2009 \$'000	2008 \$'000
19. Other non-financial assets		
Current		
Prepayments	7,009	7,019
Total current other non-financial assets	<u>7,009</u>	<u>7,019</u>

20. Investments accounted for using the equity method

Investments in jointly controlled entities	<u>7</u>	<u>246</u>
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Name of entity	Description	Ownership Interest %	
		2009	2008
Associates			
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. The company did not trade during 2009.			

Jointly controlled entities

International WaterCentre	Research	25%	25%
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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:

	2009 \$'000	2008 \$'000
Financial Position		
Current assets	1,259	1,715
Non-current assets	205	257
Total assets	<u>1,464</u>	<u>1,972</u>
Current liabilities	1,435	990
Non-current liabilities	-	-
Total liabilities	<u>1,435</u>	<u>990</u>
Net assets	<u>29</u>	<u>982</u>
Share of joint controlled entities' net assets	<u>7</u>	<u>246</u>
Financial Performance		
Income	675	1,333
Expenses	2,229	1,927
Profit/(loss)	<u>(1,554)</u>	<u>(595)</u>
Share of jointly controlled entities' profit/(loss)	<u>(388)</u>	<u>(149)</u>

Financial statements for the year ended 31 December 2009

	2009 \$'000	2008 \$'000
21. Trade and other payables		
Current		
Trade payables	4,756	4,930
Accrued expenditure	9,876	1,951
OS-Help liability to Australian Government	1,510	71
Funds held on behalf of other bodies	677	1,639
Payroll accruals	5,456	3,131
Total trade and other payables	<u>22,275</u>	<u>11,722</u>
Non-current		
Accrued expenditure	286	286
Total non-current payables	<u>286</u>	<u>286</u>
Total payables	<u>22,561</u>	<u>12,008</u>
22. Borrowings		
Current		
Unsecured		
QTC loans	15,015	14,175
Other	30	30
Total current unsecured borrowings	<u>15,045</u>	<u>14,205</u>
Total current borrowings	<u>15,045</u>	<u>14,205</u>
Non-current		
Unsecured		
QTC loans	81,702	93,258
Other loans	3,815	4,948
Total non-current unsecured borrowings	<u>85,517</u>	<u>98,206</u>
Total non-current borrowings	<u>85,517</u>	<u>98,206</u>
Total borrowings	<u>100,562</u>	<u>112,411</u>

For detailed information on the University borrowings see Note: 26 Financial Risk Management (c) Liquidity Risk

	2009 \$'000	2008 \$'000
Financing arrangements		
Unrestricted access was available at balance date to the following lines of credit:		
Credit standby arrangements		
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>
23. Provisions		
Current provisions expected to be settled within 12 months		
Long service leave	3,055	2,804
Recreation leave	14,126	12,267
Severance pay	1,440	2,095
Subtotal	<u>18,621</u>	<u>17,166</u>
Current provisions expected to be settled after more than 12 months		
Long service leave	30,274	26,013
Recreation leave	9,767	10,033
Subtotal	<u>40,041</u>	<u>36,046</u>
Total current provisions	<u>58,664</u>	<u>53,212</u>
Non-current		
Long service leave	10,291	8,986
Total non-current provisions	<u>10,291</u>	<u>8,986</u>
Total provisions	<u>68,954</u>	<u>62,198</u>
24. Other liabilities		
Current		
Unearned revenue	25,364	24,220
Unclaimed receipts	200	277
Accrued liabilities	1,012	932
Unspent financial assistance	2,491	3,215
Total current liabilities	<u>29,067</u>	<u>28,644</u>
Total other liabilities	<u>29,067</u>	<u>28,644</u>

Financial statements for the year ended 31 December 2009

	2009 \$'000	2008 \$'000
25. Reserves and retained surplus		
(a) Reserves		
Asset revaluation reserve	895,017	634,645
General reserve	12,762	12,759
Total reserves	<u>907,779</u>	<u>647,404</u>
Reserve movements:		
General reserve		
General reserve balance 1 January 2009	12,759	15,843
Transfers from accumulated funds	3	3,403
Transfers to accumulated funds	-	(6,487)
Balance 31 December 2008	<u>12,762</u>	<u>12,759</u>
Asset revaluation reserve		
Asset revaluation reserve balance 1 January 2009	634,645	548,844
Revaluation of land	7,526	8,485
Revaluation of buildings	220,579	71,497
Revaluation of infrastructure and other plant and equipment	32,256	5,793
Revaluation of artwork	11	26
Balance 31 December 2009	<u>895,017</u>	<u>634,645</u>
(b) Retained surplus		
Retained surplus as at 1 January 2009	581,726	477,379
Operating result for the year	94,395	101,263
Retained surplus at 31 December 2009	<u>676,121</u>	<u>578,642</u>
Net transfer from general reserve	(3)	3,084
Minority Interest	110	-
Retained surplus at 31 December 2009	<u>676,228</u>	<u>581,726</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 (2009: \$77,620 AUD), one in Japanese Yen (2009: \$62,933 AUD) and one in United States dollars (2009: \$2,363 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% (2008: 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% (2008: 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% (2008: 3%) to outline this sensitivity.

Financial statements for the year ended 31 December 2009

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	
31 December 2009														
Financial assets														
Cash and cash equivalents	255,341	(7,654)	7654	7654	21	(21)	(21)	(21)	-	-	-	-	-	-
Other financial assets	11,672	-	-	-	-	-	-	-	(1,076)	(1,076)	1,076	1,076	1,076	1,076
Trade and other receivables	39,900	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial liabilities														
Trade and other payables	22,561	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	100,562	2,825	(2,825)	(2,825)	-	-	-	-	-	-	-	-	-	-
Other liabilities	3,703	-	-	-	-	-	-	-	-	-	-	-	-	-
Total increase/ (decrease)		(4,829)	4,829	4,829	21	(21)	(21)	(21)	(21)	(1,076)	1,076	(1,076)	1,076	1,076

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	
31 December 2008														
Financial assets														
Cash and cash equivalents	212,133	(6,355)	6,355	6,355	33	33	(33)	(33)	-	-	-	-	-	-
Other financial assets	9,529	-	-	-	-	-	-	-	-	-	(865)	(865)	865	865
Trade and other receivables	26,100	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial liabilities														
Trade and other payables	12,008	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	112,411	3,224	(3,224)	(3,224)	-	-	-	-	-	-	-	-	-	-
Other liabilities	4,424	-	-	-	-	-	-	-	-	-	-	-	-	-
Total increase/(decrease)		(3,131)	(3,131)	3,131	33	33	(33)	(33)	(865)	(865)	865	(865)	865	865

Financial statements for the year ended 31 December 2009

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 \$2,418,000.

(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 2009
QTC	\$25,000,000	2001	1.47 years	\$3,363,874
QTC	\$16,800,000	2003	3.49 years	\$6,886,507
QTC	\$40,000,000	2005	5.39 years	\$24,206,595
QTC	\$20,000,000	2006	6.49 years	\$14,338,638
QTC	\$50,000,000	2008	8.5 years	\$44,560,100
State Government Loan	\$790,800	2005	5 years	\$797,306
Smart State	\$12,000,000	2006	29 years	\$12,000,000
Smart State	\$3,000,000	2006	N/A	\$1,970,605
Smart State	\$3,500,000	2007	30 years	\$3,500,000
Innovation Building Fund	\$10,000,000	2009	N/A	\$8,000,000

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 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
Financial assets							
Cash on hand and at bank	3.6%	5,859	-	-	-	216	6,075
Managed funds at call	4.3%	249,267	-	-	-	-	249,267
Receivables	-	-	-	-	-	39,900	39,900
Other financial assets	-	9,937	-	-	-	1,735	11,672
Total financial assets		265,063	-	-	-	41,851	306,914
Financial liabilities							
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
Total financial liabilities		117,104	20,587	65,591	30,925	51,735	168,838

31 December 2008	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
Financial assets							
Cash on hand and at bank	4.1%	8,916	-	-	-	300	9,216
Managed funds at call	5.37%	202,917	-	-	-	-	202,917
Receivables	-	-	-	-	-	26,100	26,100
Other financial assets	-	8,166	-	-	-	1,363	9,529
Total financial assets		219,999	-	-	-	27,763	247,762
Financial liabilities							
Payables	-	-	-	-	-	12,008	12,008
Borrowings	6.36%	136,726	20,617	71,079	45,030	17,171	153,896
Other financial liabilities	-	-	-	-	-	4,424	4,424
Total financial liabilities		136,726	20,617	71,079	45,030	33,603	170,328

(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 2009

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 2009:

Chancellor	Ms Leneen Forde, AC
Deputy Chancellor	Mr Henry Smerdon
Vice-Chancellor	Professor Ian O'Connor *
Members appointed by the Governor-in-Council	Mr Ian Alderdice Mr Mark Gray Ms Rachel Hunter The Honourable Justice Margaret McMurdo, AC Mr Garry Redlich Mr Henry Smerdon Ms Ann Robilotta-Glenister
Elected academic staff	Ms Margaret Buckridge* (term commenced 28 October 2009) Dr Arthur Poropat * (term commenced 28 October 2009) Dr Michael Barry* (term expired 27 October 2009) Dr Dwight Zakus *(term expired 27 October 2009)
Elected student members	Mr Hassan Jabour (term commenced 28 October 2009) Mr William Barber (term commenced 28 October 2009) Ms Heather Douglas (term expired 27 October 2009) Ms Julie Kennedy (term expired 27 October 2009)
Elected general staff	Ms Kaye Dillon *
Council appointed members	Dr Robert Anderson, OAM Ms Sandra Anderson The Honourable Rob Borbidge, AO

Executive Officers

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

Allan Cripps	Pro Vice Chancellor (Health)
John Dewar	Deputy Vice Chancellor (Academic) (resigned 31 March 2009)
Susan Spence	Deputy Vice Chancellor (Academic) (1 April 2009 – current)
Marilyn McMeniman	Deputy Vice Chancellor and Provost (5 October 2009 – current)
Lesley Johnson	Deputy Vice Chancellor (Research) (retired 18 July 2009)
Neville Pankhurst	Deputy Vice Chancellor (Research) (20 April 2009 – current)
Christopher Madden	Pro Vice Chancellor (International)
Colin McAndrew	Pro Vice Chancellor (Administration)
Marilyn McMeniman	Pro Vice Chancellor (Arts, Education and Law) (1 January 2009 – 4 October 2009)
Paul Mazerolle	Pro Vice Chancellor (Arts, Education and Law) (commenced 5 October 2009)
Neville Pankhurst	Pro Vice Chancellor (Science, Environment, Engineering and Technology) (1 January 2009 – 19 April 2009)
Sue Berners-Price	Pro Vice Chancellor (Science, Environment, Engineering and Technology) (commenced 3 August 2009)
Michael Powell	Pro Vice Chancellor (Business)
Janice Rickards	Pro Vice Chancellor (Information Services)
Linda O'Brien	Pro Vice Chancellor (Information Services)
Susan Spence	Pro Vice Chancellor (Quality and Student Outcomes) (1 January 2009 – 31 March 2009)
Maxwell Standage	Provost Gold Coast and Logan Campuses

(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.

	2009 Number	2008 Number
Remuneration of council members		
\$0 - \$14,999	15	15
\$15,000 to \$29,999	2	
\$75,000 to \$89,999	1	1
\$90,000 to \$104,999	1	
\$105,000 to \$119,999		1
\$135,000 to \$149,999	1	1
Remuneration of executive officers		
\$55,000 to \$69,999	2	
\$100,000 to \$114,999	1	
\$115,000 to \$129,999	1	
\$205,000 to \$219,999		1
\$220,000 to \$234,999	2	
\$235,000 to \$249,999		1
\$265,000 to \$279,999		3
\$295,000 to \$309,999		2
\$310,000 to \$324,999	3	
\$325,000 to \$339,999	3	
\$355,000 to \$369,999		1
\$370,000 to \$384,999		2
\$385,000 to \$399,999		1
\$400,000 to \$414,999	1	
\$445,000 to \$459,999	1	
\$580,000 to \$594,999		1
\$625,000 to \$639,999	1	

Income paid or payable to Council members and executives in connection with the management of the University's affairs was \$4,590,498 for 2009 (2008: \$4,380,294).

	2009 \$'000	2008 \$'000
28. Remuneration of auditors		
Fees paid to Queensland Audit Office:		
Audit and review of financial reports	164	174
Total remuneration for audit services	<u>164</u>	<u>174</u>
29. Reportable losses		
Individual losses in excess of \$500 each		
Cash losses	3	-
Bad debts	244	259
Property losses	257	51
Total reportable losses	<u>504</u>	<u>310</u>
30. Prescribed special payments		
Ex-gratia	1,139	204
Extra-contractual	148	-
Total prescribed special payments	<u>1,287</u>	<u>204</u>

Financial statements for the year ended 31 December 2009

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 2009.

2009	2008
\$'000	\$'000

32. Commitments

(a) Capital commitments

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

Within one year	21,144	9,249
Later than one year but not later than five years	106	38,497
Total capital commitments	21,250	47,746

(b) Lease commitments

Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:

Within one year	860	949
Later than one year but not later than five years	1,318	2,375
Later than five years	360	498
Total lease commitments	2,538	3,822

(c) Other expenditure commitments

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

Within one year	27,295	11,930
Later than one year but not later than five years	4,837	4,476
Later than five years	1,265	945
Total expenditure commitments	33,397	17,351

(d) Remuneration commitments

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

Within one year	14,829	954
Later than one year but not later than five years	15,181	19,255
Later than five years	-	-
Total remuneration commitments	30,010	20,209

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 2009 the assets of the UniSuper Defined Benefit Division (DBD) in aggregate were estimated to be \$1,396 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 2009 the assets of the DBD in aggregate were estimated to be \$39 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 2009, 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 2009

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	
		2009	2008	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Griffith Medical Research Institute Ltd											
Research	Australia	-	100%	-	-	-	-	-	-	-	-
Seno Sano Pty. Ltd.											
Research	Australia	69%	69%	-	250	-	-	-	(18)	-	(18)
Gold Coast Innovation Centre Ltd											
Innovation	Australia	100%	100%	395	343	261	352	52	121	52	121

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.

	2009 \$'000	2008 \$'000
36. Reconciliation of operating result after income tax to net cash flows from operating activities		
Operating result from ordinary activities after related income tax	94,395	101,263
Depreciation and amortisation	32,031	37,388
Net loss/(gain) on sale of non-current assets	393	(2,912)
Net loss/(gain) on revaluation of financial assets	(340)	(70)
Net foreign exchange differences	(40)	(24)
Fair value of joint venture investment	388	149
In-kind investment acquisitions	-	(58)
Fair value movement in borrowings	(6,344)	(2,929)
Donated art	(418)	(1,229)
Decrease/(increase) in receivables	(13,555)	2,322
Increase in inventories	(284)	(169)
Decrease/(increase) in other financial assets	(473)	(214)
Decrease/(increase) in other non-financial assets	13	(3,241)
Decrease in other liabilities	412	(3,974)
Increase/(decrease) in payables	11,117	(12,097)
Increase/(decrease) in provisions for employee entitlements	6,756	6,086
Increase/(decrease) in provision for impairment	141	323
Net cash provided by operating activities	124,192	120,613

37. Expenditure on external consultants

Management	752	283
Human resource management	167	199
Information technology	945	561
Communications	-	8
Finance and accounting	48	63
Professional/technical	14,096	11,570
	16,008	12,684

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 31st 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 \$33 million (valuation by Australia Pacific Valuers effective 30 June 2009). This asset has not been recognised in the University's financial statements.

Financial statements for the year ended 31 December 2009

39. Acquittal of Australian Government financial assistance

39.1 DEEWR – CGS and other DEEWR grants

	Commonwealth Grant Scheme		Indigenous Support Program		Equity Support Program		Disability Support Program		Workplace Reform Program	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	162,378	153,401	1,624	1,384	332	372	183	200	2,094	2,074
Net accrual adjustments	4,789	(664)	-	-	-	-	-	-	-	-
Revenue for the period	167,167	152,737	1,624	1,384	332	372	183	200	2,094	2,074
Surplus/(deficit) from the previous year	-	-	-	-	-	-	-	-	-	-
Total revenue including accrued revenue	167,167	152,737	1,624	1,384	332	372	183	200	2,094	2,074
Less expenses including accrued expenses	167,167	152,737	1,624	1,384	332	372	149	200	2,094	2,074
Surplus/(deficit) for reporting period	-	-	-	-	-	-	34	-	-	-

39. Acquittal of Australian Government financial assistance (continued)

39.1 DEEWR – CGS and other DEEWR Grants (continued)

	Workplace Productivity Program 2008 \$'000		Capital Development Pool 2008 \$'000		Learning & Teaching Performance Fund 2008 \$'000	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	590	390	3,267	1,300	1,248	-
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	590	390	3,267	1,300	1,248	-
Surplus/(deficit) from the previous year	-	190	884	-	-	-
Total revenue including accrued revenue	590	580	4,151	1,300	1,248	-
Less expenses including accrued expenses	590	580	-	416	1,248	-
Surplus/(deficit) for reporting period	-	-	4,151	884	-	-

Financial statements for the year ended 31 December 2009

39. Acquittal of Australian Government financial assistance (continued)

39.1 DEEWR – CGS and other DEEWR Grants (continued)

	Improving Practical Comp of Teach Ed		Transitional Cost Program		Graduate Skills Assessment		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	934	1,089	1,623	2,205	-	11	174,273	162,426
Net accrual adjustments	-	-	(69)	69	-	-	4,719	(595)
Revenue for the period	934	1,089	1,554	2,274	-	11	178,992	161,831
Surplus/(deficit) from the previous year	567	-	-	-	-	-	1,451	190
Total revenue including accrued revenue	1,501	1,089	1,554	2,274	-	11	180,445	162,021
Less expenses including accrued expenses	1,041	522	1,196	2,274	-	11	175,441	160,570
Surplus/(deficit) for reporting period	460	567	358	-	-	-	5,003	1,451

39. Acquittal of Australian Government financial assistance (continued)

39.2 Higher Education Loan Programmes

	HECS-Help (Australian Government payments only)		FEE-HELP		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	97,898	98,995	17,260	13,551	115,158	112,546
Net accrual adjustments	4,676	(878)	1,198	587	5,874	(291)
Revenue for the period	102,574	98,117	18,458	14,138	121,032	112,255
Surplus/(deficit) from the previous year	-	-	2,366	1,779	2,366	1,779
Total revenue including accrued revenue	102,574	98,117	20,824	15,917	123,398	114,034
Less expenses including accrued expenses	98,566	98,117	17,260	13,551	115,826	111,668
Surplus/(deficit) for reporting period	4,008	-	3,564	2,366	7,572	2,366

Financial statements for the year ended 31 December 2009

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	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	2,740	2,274	407	478	2,447	2,151	3161	2,862	300	333	35		9,090	8,098
Net accrual adjustments	-	-	-	-	(473)	(199)	(547)	(175)	67	(67)	-	-	(953)	(441)
Revenue for the period	2,740	2,274	407	478	1,974	1,952	2,614	2,687	367	266	35	-	8,138	7,657
Surplus/(deficit) from the previous year	765	510	(14)	(61)	427	340	393	370	68	-	11	11	1,650	1,170
Total revenue including accrued revenue	3,505	2,784	393	417	2,401	2,292	3,007	3,057	435	266	46	11	9,787	8,827
Less expenses including accrued expenses	3,043	2,019	461	431	2,401	1,865	3,007	2,664	319	198	46	-	9,277	7,177
Surplus/(deficit) for reporting period	462	765	(68)	(14)	-	427	-	393	116	68	-	11	510	1,650

39. Acquittal of Australian Government financial assistance (continued)

39.4 DIISR Research

	Institutional Grants Scheme		Research Training Scheme		Small Research		Systemic Infrastructure Initiative	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	5,976	5,978	13,046	13,038	-	-	-	-
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	5,976	5,978	13,046	13,038	-	-	-	-
Surplus from the previous year	-	-	-	-	-	3	451	685
Total revenue including accrued revenue	5,976	5,978	13,046	13,038	-	3	451	685
Less expenses including accrued expenses	5,976	5,978	13,046	13,038	-	3	90	234
Surplus/(deficit) for reporting period	-	-	-	-	-	-	361	451

Financial statements for the year ended 31 December 2009

39. Acquittal of Australian Government financial assistance (continued)

39.4 DISR Research (continued)

	Research Infrastructure Block Grants		Implementation Assistance Programme		Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	2,672	2,505	144	146	248	242	119	120	22,206	22,029
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2,672	2,505	144	146	248	242	119	120	22,206	22,029
Surplus from the previous year	601	419	73	-	120	-	184	105	1,429	1,212
Total revenue including accrued revenue	3,273	2,924	217	146	368	242	303	225	23,634	23,241
Less expenses including accrued expenses	3,266	2,323	217	73	341	122	30	41	22,966	21,812
Surplus/(deficit) for reporting period	7	601	-	73	27	120	273	184	668	1,429

39. Acquittal of Australian Government financial assistance (continued)

39.5 Voluntary Student Unionism

	VSU Transition Fund		Total	
	2009 \$'000	2008		2009 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	1,530	-	1,530
Net accrual adjustments	-	1,847	-	1,847
Revenue for the period	-	3,377	-	3,377
Surplus from the previous year	(20)	(72)	(20)	(72)
Less expenses including accrued expenses	(20)	3,325	(20)	3,325
Surplus/(deficit) for reporting period	-	(20)	-	(20)

Financial statements for the year ended 31 December 2009

39. Acquittal of Australian Government financial assistance (continued)

39.6 Other Capital Funding

	Better Universities Renewal Funding		Teaching & Learning Capital Fund		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	-	16,212	19,258	-	19,258	16,212
Net accrual adjustments	-	-	-	-	-	-
Revenue for the period	-	16,212	19,258	-	19,258	16,212
Surplus from the previous year	16,209	-	-	-	16,209	-
Less expenses including accrued expenses	1,250	3	417	-	1,667	3
Surplus/(deficit) for reporting period	14,959	16,209	18,841	-	33,800	16,209

39. Acquittal of Australian Government financial assistance (continued)

39.7 Australian Research Council grants

(a) Discovery

	Projects		Fellowships		Indigenous Researchers Development		Future Fellowships		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	5,901	5,548	168	329	-	59	670	-	6,739	5,936
Net accrual adjustments	-	-	-	3	-	-	-	-	-	3
Revenue for the period	5,901	5,548	168	332	-	59	670	-	6,739	5,939
Surplus from the previous year	2,154	2,231	178	125	(10)	38	-	-	2,322	2,394
Less expenses including accrued expenses	5,265	5,625	340	279	(10)	107	-	-	5,595	6,011
Surplus/(deficit) for reporting period	2,790	2,154	6	178	-	(10)	670	-	3,466	2,322

Financial statements for the year ended 31 December 2009

39. Acquittal of Australian Government financial assistance (continued)

39.7 Australian Research Council grants

(b) Linkages

	Special Research Initiatives		Infrastructure		International		Projects		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	2,081	2,040	350	-	69	64	3,304	2,723	5,804	4,827
Net accrual adjustments	-	2,000	-	-	-	-	-	-	-	2,000
Revenue for the period	2,081	4,040	350	-	69	64	3,304	2,723	5,804	6,827
Surplus/(deficit) from the previous year	2,510	(40)	16	(205)	32	74	1,123	821	3,681	650
Total revenue including accrued revenue	4,591	4,000	366	(205)	101	138	4,427	3,544	9,485	7,477
Less expenses including accrued expenses	2,279	1,490	253	(221)	70	106	2,104	2,421	4,706	3,796
Surplus/(deficit) for reporting period	2,312	2,510	113	16	31	32	2,323	1,123	4,779	3,681

39. Acquittal of Australian Government financial assistance (continued)

39.7 Australian Research Council grants

(c) Networks and Centres

	Research Networks		Total	
	2009 \$'000	2008 \$'000	2009 \$'000	2008 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)	165	325	165	325
Net accrual adjustments	-	-	-	-
Revenue for the Period	165	325	165	325
Surplus from the previous year	(24)	4	(24)	4
Total revenue including accrued revenue	141	329	141	329
Less expenses including accrued expenses	174	353	174	353
Surplus/(deficit) for reporting period	(33)	(24)	(33)	(24)

39. Acquittal of Australian Government financial assistance (continued)

39.8 OS – Help

Notes

	2009 \$'000	2008 \$'000
Cash received during the reporting period	446	689
Cash spent during the reporting period	395	851
Net Cash received	51	(162)
Cash Surplus/(deficit) from the previous period	71	233
Cash Surplus/(deficit) for reporting period	122	71

Cash received during the reporting period
Cash spent during the reporting period

Net Cash received 2(i)

Cash Surplus/(deficit) from the previous period
Cash Surplus/(deficit) for reporting period

INDEPENDENT AUDITOR'S REPORT

To the Council of Griffith University

Matters Relating to the Electronic Presentation of the Audited Financial Report

The auditor's report relates to the financial report of Griffith University for the financial year ended 31 December 2009 included on Griffith University's website. The Council is responsible for the integrity of the Griffith University's website. I have not been engaged to report on the integrity of the Griffith University's website. The auditor's report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to / from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from Griffith University to confirm the information included in the audited financial report presented on this website.

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

Report on the Financial Report

I have audited the accompanying financial report of Griffith University which comprises the statement of financial position as at 31 December 2009 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and certificates given by the Chancellor, Vice-Chancellor and Director, Finance and Business Services of Griffith University.

The Council's Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009* including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility to express an opinion on the financial report based on the audit is prescribed in the *Auditor-General Act 2009*. This Act, including transitional provisions, came into operation on 1 July 2009 and replaces the previous requirements contained in the *Financial Administration and Audit Act 1977*.

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

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

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

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

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

Auditor's Opinion

In accordance with s.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 respect of the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of Griffith University for the financial year 1 January 2009 to 31 December 2009 and of the financial position as at the end of that year.

KR FRANEY CA
(as Delegate of the Auditor-General of Queensland)

Overseas travel

Arts, Education and Law

Pro Vice Chancellor (Arts, Education and Law)

Prof P. Mazerolle (Pro Vice Chancellor):
USA, conference, \$4,441

Faculty of Humanities and Social Sciences

Executive

Prof K. Ferris (Dean):
New Zealand, conference, \$666

Dr C. Jenkins (Dep. Dean Learning and Teaching):
Malaysia, conference, \$1,684

Prof S. Smallbone (Dep. Dean Research):
New Zealand, official business, \$2,818

School of Humanities

Dr S. Baker (Lect.):
England, conference, \$3,329
Taiwan, Province of China, official business,
\$6,714

Dr D. Beattie (S. Lect.):
French Southern Territories, research,
\$1,439

Prof A. Bennett (Prof.):
Austria, conference, \$2,573
England, research, \$2,929
New Zealand, conference, \$2,197

Dr B. Buchan (S. Lect.):
England, research, \$16,274

Prof P. Buckridge (Prof.):
Canada, conference, \$2,980
England (3), official business, \$6,123

Dr D. Ellison, (Lect):
New Zealand, conference, \$1,510
Denmark, conference, \$3,816

Dr M. Gibson, (S.Lect.):
England, conference, \$3,846

Dr J. Keane, (S. Lect.):
Japan, conference, \$1,790

A/Prof J. MacLeod (Head of School):
England, ASP, \$7,173

Dr A. May (Lect.):
England, ASP, \$3,544

Dr B. McKay (S. Lect.):
USA, research, \$1,217

Prof A. Moran (Prof.):
USA, research, \$1,860

Dr H. Rane (Lect.):
USA, official business, \$4,325
USA, conference, \$5,002

Prof P. Tacon (Prof.):
England, research, \$2,370
India, research, \$988
New Zealand, official business, \$139
Vietnam, conference, \$2,679

A/Prof M. Travers (A/Prof.):
England, conference, \$2,096

Dr G. Tulloch (Adj. Res. Fell.):
England, conference, \$3,498

Prof P. Turnbull (Prof.):
Austria, research, \$2,556
England, research, \$9,222

Dr I. Woodward (S. Lect.):
Austria, conference, \$3,441
Denmark, conference, \$5,143
New Zealand, official business, \$348

Prof R. Yeo (Prof.):
England, research, \$16,893

School of Criminology and Criminal Justice

Dr M. Bates (S. Lect.):
Canada, ASP, \$5,010

Prof R. Homel (Prof.):
England, conference, \$6,645

Prof L. Mazerolle (Prof.):
USA, official business, \$3,127

Prof T. Prenzler (Prof.):
USA, ASP, \$4,600

Dr J. Ransley (S. Lect.):
Sweden, conference, \$1,901

A/Prof A. Stewart (Head of School):
USA, conference, \$7,821

Dr M. Townsley (S. Lect.):
New Zealand, official business, \$189
USA, conference, \$3,647

School of Languages and Linguistics

Ms S. Anderson (Lect.):
Japan, conference, \$1,203

Dr S. Eisenclas (S. Lect.):
Argentina, ASP, \$1,486

Dr H. Hortiguera (S. Lect.):
Argentina, ASP, \$3,300

Dr J. Jorgensen (S. Lect.):
Japan, official business, \$2,895

Prof M. Levy (Head of School):
New Zealand, conference, \$1,778

Ms T. Miceli (Lect):
New Zealand, conference, \$469

Dr C. Poyatos-Matas (Lect):
Spain, conference, \$2,661

Dr C. Tsurutani (S. Lect.):
England, conference, \$1,652
Japan, research, \$1,660

Mrs S. Visocnik-Murray (Lect.):
Italy, research, \$1,205

Ms Y. Wang (S. Lect.):
China, research, \$7,198

Centre of Excellence in Policing and Security

Mrs R. Denning (A/Dir.):
USA, official business, \$6,103

Prof M. Finnane (Prof.):
England, conference, \$7,293
Taiwan, Province of China, official
business, \$1,407

Prof G. White (Res. Fell.):
USA, official business, \$896

Key Centre for Ethics, Law, Justice and Governance

A/Prof M. Abdalla (Dir.):
Qatar (2), official business, \$6,835

Mr B. Adams (Res. Asst.):
Philippines, conference, \$535
USA, official business, \$6,183

Dr T. Allard (Res. Fell.):
USA, conference, \$5,587

Dr S. Banki (Res. Fell.):
Greece, conference, \$3,181

Mr D. Birks (S. Res. Asst.):
USA, conference, \$2,784

Ms A. Chrzanowski (S. Res. Asst.):
USA, conference, \$3,342

Dr R. Fitzgerald (Res. Fell.):
USA, conference, \$2,652

Mr B. Isakhan (Res. Fell.):
USA, official business, \$3,366

Prof P. Mazerolle (Dir.):
Sweden, conference, \$10,488

Dr G. McIlwain (S. Res. Fell.):
New Zealand, official business, \$568

Mr J. Ogilvie (Res. Asst.):
China, research, \$1,940

Ms S. Rayment-McHugh (Program Mgr.):
New Zealand, official business, \$2,135
USA, conference, \$1,545

Prof C. Sampford (Dir):
England, research, \$4,205
England, official business, \$4,422
Germany, official business, \$14,782
Philippines, official business, \$2,436
Philippines, conference, \$12,819
Singapore, official business, \$9,623
Switzerland, official business, \$10,784

Prof R. Wortley (Dir.):
Brazil, conference, \$7,667
USA, conference, \$2,614

Centre for Public Culture and Ideas

Dr J. Taylor (Postdoctoral Res. Fell.):
Germany, Research, \$5,280
New Zealand, conference, \$1,049

Faculty of Education

Faculty of Education Executive

Prof. C. Wyatt-Smith (Dean):
Canada, official business, \$3,533
New Zealand, official business, \$1,679

School of Education and Professional Studies – Brisbane and Logan

Prof M. Balfour (Prof.):
China, official business, \$3,313

Prof B. Bartlett (Prof.):
New Zealand, official business, \$710
Spain, conference, \$3,516

Prof S. Billett (Prof.):
England, official business, \$4,909
Singapore, conference, \$1,072
Switzerland, conference, \$4,204
Switzerland, official business, \$6,306

Prof J. Cumming (Prof.):
Scotland, ASP, \$4,210

Dr M. Davies (Lect.):
USA, official business, \$8,806

Prof N. Dempster (Prof.):
England, conference, \$2,524
Malaysia, conference, \$1,910

Dr J. Dunn (S. Lect.):
England, ASP, \$4,626
Taiwan, Province of China, conference,
\$2,033

Dr S. Harrison (S. Lect.):
England, research, \$3,850

Dr K. Hartwig (Lect.):
Canada (2), official business, \$21,291

Prof R. Jorgensen (Prof.):
New Zealand, conference, \$2,068

A/Prof D. Keen (A/Prof.):
USA, conference, \$6,321

Dr C. Mc Donald (Lect.):
Turkey, official business, \$2,091

A/Prof H. Middleton (A/Prof.):
USA, ASP, \$2,994

Dr M. Pavlova (S. Lect.):
France, ASP, \$3,579
Germany, conference, \$3,009

Dr C. Sim (S/ Lect.):
Canada, ASP, \$5,538

Dr M. Tomson (Lect.):
USA, conference, \$1,183

Dr L. Wheelahan (S. Lect.):
England, ASP, \$10,898
England, conference, \$4,091

School of Education and Professional Studies—Gold Coast

Dr H. Austin (S. Lect.):
Canada, official business, \$7,535

Dr G. Birch (S. Lect.):
Kiribati (2), official business, \$3,729

Dr R. Brown (S. Lect.):
New Zealand, conference, \$2,030

Dr E. Emerald (S. Lect.):
Canada, ASP, \$2,735

Dr K. Glasswell (S. Lect.):
USA, conference, \$3,847
USA, official business, \$3,359

Dr P. Grootenboer (S. Lect.):
Netherlands, research, \$3,462
New Zealand, conference, \$2,092

A/Prof D. Jones (Adj. A/Prof.):
Canada (3), official business, \$39,143

A/Prof D. Pendergast (Head of School):
Canada, official business, \$5,645

Prof D. Power (Emeritus Prof.):
England, conference, \$1,915

Dr A. Sammel (Lect.):
USA, research, \$3,584
USA, official business, \$2,315

A/Prof J. Skinner (A/Prof.):
Canada, official business, \$7,442
USA, ASP, \$2,182

Dr J. Zagami (Lect.):
USA, official business, \$11,523

Griffith Education Research Centre

Prof R. Jorgensen (Prof.):
USA, official business, \$648

Professional Experience Office – Gold Coast

Ms R. Franklin (Dir.):
Vietnam, official business, \$1,844

Griffith Institute for Educational Research

Dr A. Keddie (Res. Fell.):
England, official business, \$1,920

Griffith Law School

Dr A. A-Khavari (S. Lect.):
China, conference, \$2,935
New Zealand, conference, \$1,658

Mrs L. Corbin (Acting Head of School):
Greece, conference, \$2,619

Dr R. De Silva Wijeratne (Lect.):
England, official business, \$2,233

Dr P. England (S. Lect.):
New Zealand, official business, \$589

Prof J. Giddings (Prof.):
New Zealand, conference, \$2,047
USA, conference, \$1,661

Prof R. Johnstone (Dep. Dean Research):
Argentina, official business, \$4,124
England, conference, \$3,170

Overseas travel (continued)

A/Prof M. Keyes (Dep. Dean Learning and Teaching):

Austria, official business, \$7,215

Dr E. Marchetti (S. Lect.):

New Zealand, conference, \$262

England, conference, \$6,579

England, research, \$3,276

Ms Z. Rathus (Dir.):

USA, conference, \$3,471

A/Prof P. Tan (A/Prof.):

China, research, \$6,196

Ms L. Weathered (Dir.):

USA, ASP, \$4,658

Mrs T. Wilson (S. Lect.):

Austria, official business, \$4,927

A/Prof L. Wiseman (A/Dir.):

Italy, conference, \$5,709

Dr A. Zahar (Lect.):

Denmark, research, \$4,373

Netherlands, conference, \$1,522

Queensland College of Art

Mr R. Blundell (Dep. Dir.):

Norway, official business, \$7,852

Mr E. Bridger (Dep. Dir.):

Czech Republic, official business, \$4,901

Norway, official business, \$3,821

Mr I. Brown (Liveimage Co-ordinator):

Vietnam, official business, \$1,637

Mr S. Di Mauro (S. Lect.):

Italy, conference, \$3,056

Republic of Korea, conference, \$1,789

Mr C. Douglas (S. Lect.):

England, official business, \$992

Italy, official business, \$3,754;

USA, conference, \$3,061

A/Prof M. Drew (A/Prof.):

Peru, official business, \$3,949

A/Prof B. English (A/Prof.):

Japan, research, \$1,088

Ms D. Falla (Lect.):

Czech Republic, official business, \$1,688

Ms H. Faulkner (First Year Advisor):

Czech Republic, official business, \$5,822

Prof A. Fry (Adj. Prof.):

East Timor (3), research, \$8,891

Ms J. Herd (First Year Advisor):

Italy, research, \$3,027

Mr D. Lloyd (Dep. Dir. Teaching and Learning):

Thailand, official business, \$1,551

Mr D. Welch (S. Lect.):

Hong Kong, official business, \$1,533

Mr P. Whiting (Convenor):

China, conference, \$1,663

A/Prof R. Woodrow (Dep. Dir.):

Taiwan, Province of China, conference,

\$1,659

A/Prof J. Younger (A/Prof.):

Spain, research, \$4,509

Thailand, research, \$3,182

Griffith Film School

Prof C. Caldwell (Head of School):

New Zealand, official business, \$635

Singapore, conference, \$2,067

A/Prof T. Fitzsimons (A/Prof.):

Hong Kong, conference, \$1,382

Mr A. Waller (Technical Officer):

USA, conference, \$739

Griffith Artworks

Mr S. Wright (Dir.):

China, official business, \$6,002

Italy, official business, \$14,985

New Zealand, official business, \$1,624

Queensland Conservatorium

Mr J. Byzantine (S. Lect.):

Malaysia, official business, \$2,689

Ms S. Clem (Business Mgr.):

USA, conference, \$3,247

Dr G. Dirie (Head of Music Studies):

New Zealand, official business, \$482

Dr S. Harrison (S. Lect.):

England, conference, \$2,072

France, conference, \$603

Dr D. Lebler (Dep. Dir. Learning and Teaching):

England, conference, \$7,794

Finland, official business, \$3,598

Mr P. Luff, S. Lect.):

USA, official business, \$2,290

Ms A. Nisbet (Lect.):

London, official business, \$1,000

Prof H. Schippers (Dir.):

China, research, \$3,033

India, research, \$4,062

Netherlands, research, \$7,112

Netherlands, conference, \$14,187

Singapore, conference, \$718

South Africa, conference, \$5,005

Mr M. Stocker (S. Lect.):

Sweden, official business, \$1,279

Dr V. Tomlinson (Head of Percussion):

Canada, research, \$1,753

Dr M. Turpin (Res. Fell.):

Netherlands, research, \$1,327

Dr D. Weston (Dep. Dir.):

England, conference, \$1,746

France, conference, \$2,349

New Zealand, conference, \$1,208

Business

Pro Vice Chancellor (Business)

Prof M. Powell (Pro Vice Chancellor):

China, official business, \$5,970

France, conference, \$8,452

Taiwan, Province of China, conference,

\$2,468

USA, conference, \$20,120

USA, conference, \$15,080

Office of the Pro Vice Chancellor (Business)

Prof C. Auld (Dean):

China, official business, \$11,658

Spain, official business, \$25,152

Prof G. Cuskelly (Dean Research):

USA, conference, \$14,456

Prof L. Frazer (Dean Learning and Teaching):

Canada, conference, \$11,443

Republic of Korea, conference, \$4,097

New Zealand, conference, \$2,715

USA, official business, \$26,787

Dr R. Hibbins (Projects Mgr.):

Canada, official business, \$11,357

England, conference, \$10,380

Prof M. Wilson (Dean Academic):

China, conference, \$3,591

New Zealand (3), research, \$2,351

USA, conference, \$5,067

A/Prof H. Wilkins (A/Prof.):
Hong Kong (3), official business, \$7,880

Accreditation and Quality

Prof A. Shulman (Adviser):
USA (2), conference, \$12,773

Griffith Business School

Department of Accounting, Finance and Economics

A/Prof J. Bandaralage (A/Prof.):
Chile, conference, \$2,359
Sri Lanka, ASP, \$2,544

Mr C. Cameron (Program Dir.):
England, conference, \$3,743

Prof M. Drew (Discipline Head of Finance):
USA, official business, \$5,050

A/Prof J. Forster (A/Prof.):
Taiwan, Province of China, research, \$1,515

Mr B. Freudenberg (S. Lect.):
New Zealand, conference, \$755
Spain, research, \$4,140

Prof R. Guest (Discipline Head of Economics):
England, conference, \$8,659
Singapore, research, \$3,367
South Africa, conference, \$950

Dr H. Higgs (S. Lect.):
USA, ASP, \$4,793

Dr A. Huang (S. Lect.):
China (2), official business, \$4,817

Dr D. Lamminmaki (S. Lect.):
Canada, research, \$5,344

Dr B. Liu (Lect.):
China, official business, \$4,057

Prof A. Makin (Prof.):
Malaysia, official business, \$4,496

A/Prof L. McManus (A/Prof.):
United Arab Emirates, research, \$2,079

Ms A. Mortimore (Lect.):
Portugal, conference, \$2,646

A/Prof M. Percy (A/Prof.):
England, conference, \$4,381

Ms L. Samarkovski (Lect.):
New Zealand, conference, \$1,794

Prof S. Selvanathan (Prof.):
India, conference, \$1,935
India, research, \$2,085

Mr P. Sharma (Lect.):
Fiji, conference, \$2,055

Department of Employment Relations

A/Prof M. Barry (A/Prof.):
Germany, ASP, \$5,794
New Zealand, research, \$1,301

Dr K. Broadbent (S. Lect.):
England, conference, \$1,987
Japan, ASP, \$9,806

Dr R. Loudoun (Lect.):
Italy, conference, \$4,360

Dr R. McPhail (Dir.):
Hong Kong (2), official business, \$5,801

Dr P. O'Brien (Lect.):
Argentina, official business, \$30,430
Thailand, official business, \$2,490

A/Prof B. Russell (A/Professor):
England, research, \$4,824

Prof A. Wilkinson (Prof.):
England, ASP, \$10,981

Department of International Business and Asian Studies

Mr K. Bennett (S. Lect.):
USA, conference, \$3,188

A/Prof J. Butcher (A/Professor):
USA, research, \$11,520

Dr L. Crump (S. Lect.):
Germany, official business, \$1,960
Japan, conference, \$4,219
Switzerland, ASP, \$20,210

Prof J. Gammack (Prof.):
China, official business, \$2,834

Dr M. Hossain (S. Lect.):
Bangladesh, research, \$3,500
China, official business, \$2,167
India, research, \$3,494
Singapore (2), official business, \$1,783

A/Prof J. Howell (A/Prof.):
Indonesia, official business, \$2,386
Spain, conference, \$5,305

Prof Y. Kwon (Prof.):
China, conference, \$2,292
Republic of Korea (3), official business, \$9,546

Prof D. Lim (Prof.):
Malaysia, official business, \$1,500

Prof C. MacKerras (Emeritus Professor):
China (2), conference, \$4,116

Dr B. Min (Dir.):
Korea, research, \$3,503

Mrs R. Roberts (Lect.):
China (2), official business, \$9,918

Dr P. Ross (Program Dir.):
England, ASP, \$1,093
Malaysia, conference, \$788

Dr K. Sandhu (S. Lect.):
Hong Kong, official business, \$3,066
Manila, official business, \$967
Philippines, official business, \$722

A/Prof D. Schak (A/Prof.):
China, research, \$2,252
Hong Kong, ASP, \$2,920
Taiwan, Province of China, research, \$2,371

Prof A. Selvanathan (Prof.):
China, official business, \$3,217
India, research, \$2,044

Dr M. Sinclair (Acting BIB):
Czech Republic, research, \$4,880

Dr D. Smith (Lect.):
China, official business, \$710
China, research, \$1,652

Department of Management

Dr M. Boyle (S. Lect.):
USA, conference, \$4,989

Dr R. Fisher (S. Lect.):
England, official business, \$16,058
England, research, \$6,571

Dr C. Fraser (S. Lect.):
Hong Kong, official business, \$3,189
Malaysia (3), official business, \$6,984

Prof L. Fulop (Prof.):
England, research, \$7,003

Dr G. Guzman (S. Lect.):
Brazil, conference, \$2,899
Hong Kong (2), official business, \$4,131

Overseas travel (continued)

Prof P. Jordan (Prof.):
USA (2), conference, \$10,407

Dr D. Mackrell (Lect.):
Canada, research, \$3,239

Dr R. McPhail (Primary Program Dir.):
Hong Kong, official business, \$1,307

Dr A. Poropat (S. Lect.):
Hong Kong, official business, \$2,925
USA, conference, \$4,780
Wales, ASP, \$6,006

Dr S. Russell (Lect.):
USA, official business, \$1,211

Dr A. Shacklock (S. Lect.):
Philippines, conference, \$1,474
Hong Kong, official business, \$2,244

Dr K. Shacklock (Lect.):
England, ASP, \$3,877
Hong Kong, official business, \$2,558
USA, ASP, \$6,137

Dr M. Thite (S. Lect.):
China, research, \$6,265
India, research, \$2,949
USA, research, \$4,505

Dr A. Troth (S. Lect.):
USA (2), conference, \$4,088

Dr H. Tse (S. Lect.):
Hong Kong, official business, \$5,168
USA, conference, \$3,753

Dr Z. Wong (Lect.):
USA, research, \$4,484

Dr P. Woods (Lect.):
France, ASP, \$8,313
Hong Kong (2), official business, \$5,231
New Zealand, conference, \$2,309

Department of Marketing

Ms S. Bennett (Lect.):
USA, conference, \$2,884

Ms K. Bodey (Lect.):
Hong Kong, official business, \$2,393

Dr P. Clarke (Lect.):
Hong Kong, official business, \$6,387

Dr T. Gatfield (S. Lect.):
China, official business, \$2,754
Hong Kong, official business, \$2,448
Myanmar, research, \$1,920

A/Prof D. Grace (A/Prof.):
Hong Kong (2), official business, \$4,964
USA, conference, \$3,344

Dr D. Griffin (Lect.):
Hong Kong, official business, \$1,000

Prof B. Merrilees (Prof.):
Canada, conference, \$3,942
Greece, conference, \$7,476

Dr D. Miller (S. Lect.):
Canada, conference, \$3,898
Greece, conference, \$3,555
Hong Kong, official business, \$2,429

Dr H. Perkins (Lect.):
England, research, \$1,352
Hong Kong, official business, \$2,447

A/Prof N. Pope (A/Prof.):
England, conference, \$4,700

Dr M. Ross (Lect.):
Hong Kong, official business, \$3,626
USA, conference, \$3,000

A/Prof S. Rundle-Thiele (A/Prof.):
England, conference, \$6,128
Hong Kong, official business, \$2,912
USA, conference, \$2,998

Dr S. Schembri (Lect.):
Greece, conference, \$3,699

Dr S. Weaven (S. Lect.):
Hong Kong (3), official business, \$8,250

Mr O. Wright (Lect.):
Hong Kong, official business, \$2,972
Norway, conference, \$6,107
USA, conference, \$4,535

Department of Politics and Public Policy

Dr G. Baker (S. Lect.):
Japan, conference, \$2,244
USA, conference, \$2,505

Dr G. Curran (S. Lect.):
England, ASP, \$12,856

Dr D. Di Piramo (Lect.):
England, official business, \$2,692
Venezuela, research, \$5,520

Prof J. Kane (Prof.):
Canada, conference, \$7,025
Chile, research, \$4,363
Hong Kong, research, \$765
Singapore, official business, \$1,148

Dr A. Lavelle (Lect.):
Sweden, ASP, \$13,810

Prof C. O'Faircheallaigh (Prof.):
Canada, research, \$6,667

Prof H. Patapan (Prof.):
Chile, research, \$4,731
Hong Kong, research, \$876
Singapore, research, \$3,427
Singapore, conference, \$2,163
USA, conference, \$7,525

Prof P. Weller (Prof.):
USA, conference, \$4,094

Department of Tourism, Leisure, Hotel and Sport Management

Mr B. Bell (Lect.):
Canada, conference, \$4,096
Hong Kong, conference, \$1,629

Prof P. Brown (Prof.):
France, conference, \$3,898
Germany, conference, \$3,958

Dr K. Butcher (S. Lect.):
Hong Kong, official business, \$4,516
Thailand, conference, \$4,657

Dr C. Cater (Lect.):
New Zealand, official business, \$603

Prof M. Davidson (Prof.):
Finland, conference, \$5,718

Mr B. Fraser (Food and Beverage Instructor):
Hong Kong, official business, \$2,740

Prof D. Funk (Prof.):
Greece, research, \$2,785
Netherlands, research, \$3,830
USA, official business, \$2,315

Prof C. Guiding (Prof.):
England, official business, \$3,587
Hong Kong, official business, \$6,524

Mr R. Hales (A/Lect.):
Hong Kong, official business, \$1,667

Dr M. Harrington (S. Lect.):
England, conference, \$2,939

Dr G. Hornby, (A/Lect.):
England, ASP, \$2,060

Dr C. King (Lect.):
Hong Kong, official business, \$2,010
Norway, conference, \$7,661

Dr Y. Lee (Lect.):
France, ASP, \$8,242

Dr K. Marles (Lect.):
Hong Kong, official business, \$1,985
USA, conference, \$2,006

Dr D. O'Brien (S. Lect.):
Hong Kong, official business, \$2,554
Papua New Guinea, official business, \$3,255

Dr A. Patiar (S. Lect.):
England, conference, \$1,445
Hong Kong, official business, \$2,556
India, conference, \$2,115

Ms M. Pratt (A/Lect.):
Hong Kong, official business, \$5,702

Dr J. Rynne (Lect.):
Hong Kong, official business, \$1,945

Prof B. Sparks (Prof.):
USA, conference, \$3,988

Prof K. Toohey (Head of Department):
England, conference, \$3,456

Dr M. Watkins (Lect.):
England, conference, \$4,661

Prof D. Weaver (Prof.):
Spain, conference, \$1,045
USA, official business, \$4,193

Dr D. Zakus (S. Lect.):
England, conference, \$3,816

Centre for Governance and Public Policy

Dr S. Davies (ARC Postdoctoral Fell.):
USA, conference, \$2,943

Dr B. Dressel (Research Fell.):
Philippines, conference, \$1,629
Singapore, conference, \$1,316
Thailand, research, \$4,035

Dr S. MacCallum (Lecturer):
England, conference, \$3,500

Dr R. Pelizzo (S. Res. Fell.):
Indonesia (2), research, \$6,193
Italy, research, \$3,485

Prof J. Sharman (Prof.):
Cook Islands, research, \$1,003
Philippines, conference, \$1,501
Portugal, conference, \$5,031
Samoa, research, \$2,577
Singapore, conference, \$3,255
USA, research, \$20,790

Prof Y. Xu (Res. Fell.):
China, research, \$9,497
Singapore, official business, \$1,782
USA, conference, \$4,294

Centre for Work, Organisation and Wellbeing

A/Prof B. Bowden (A/Prof.):
USA, research, \$5,471

Dr S. Lawrence (Res. Fell.):
USA, conference, \$3,492

Asia Pacific Centre for Sustainable Enterprise

A/Prof J. Bendell (Adj. A/Prof.):
Singapore, official business, \$1,046

Prof M. McIntosh (Centre Dir.):
England, research, \$6,285

Griffith Asia Pacific Research Institute

Dr M. Clarke (Res. Fell.):
Canada, official business, \$3,268
USA, official business, \$4,451

Prof M. Dutton (Res. Chair):
China, official business, \$1,824
England, conference, \$3,068
USA, research, \$2,255

Dr M. Heazle (Res. Fell.):
China, conference, \$1,517

Dr R. Jeffery (Res. Fell.):
Japan, research, \$2,601

Dr S. McCarthy (Res. Fell.):
Singapore, conference, \$906
USA, conference, \$1,196

Dr A. Misra (Res. Fell.):
India, official business, \$2,019

Dr A. Selth (Res. Fell.):
China, conference, \$2,895
Indonesia, research, \$3,631
Thailand, research, \$1,788

Dr F. Smith (Res. Fell.):
Canada, conference, \$4,050
USA, ASP, \$5,131
USA, conference, \$3,109

Mrs M. Thorley (Mgr.):
China, conference, \$2,098
China, official business, \$2,936

A/Prof S. Trevaskes (Res. Fell.):
China (3), conference, \$7,557

Ms N. Vary (Events and Publications Mgr.):
China (2), conference, \$12,787

Prof M. Wesley (Dir.):
China, conference, \$3,445

Griffith Health

Pro Vice Chancellor (Health)

Prof A. Cripps (Pro Vice Chancellor):
Fiji, conference, \$629
India, official business, \$13,482
Singapore, official business, \$5,953

Griffith Health Executive

Prof N. Buys (Dean Learning and Teaching):
Hong Kong, official business, \$2,062
Democratic People's Republic of Korea,
conference, \$1,612

Prof L. Griffiths (Dean Research):
England, research, \$10,099
Italy, ASP, \$54,988
Norfolk Island, research, \$3,731
United Kingdom, research, \$1,383
USA (2), conference, \$12,273

Prof D. Henly (Dean Academic):
Singapore (3), official business, \$17,731

School of Dentistry and Oral Health

Dr J. Gao (S. Lect.):
China (3), research, \$6,230

Prof A. Itthagarun (Prof.):
Canada, conference, \$6,050
Germany, conference, \$5,090
India, official business, \$1,535
Thailand, official business, \$1,156

Prof N. Johnson (Prof. of Dental Research):
China, official business, \$768
London, official business, \$556
Singapore, conference, \$1,258
USA, official business, \$4,086

Overseas travel (continued)

Prof R. Laloo (Colgate Chair):
Thailand, conference, \$2,140

Prof F. Mack (Comprehensive Adult Dental Care):
Sri Lanka, official business, \$2,147
USA, conference, \$4,152

A/Prof N. Mattheos (A/Prof.):
Spain, conference, \$4,240
Sweden (2), conference, \$12,530

Dr M. Meer (S. Lect.):
South Africa, official business, \$2,220

Dr R. Nair (S. Lect.):
China, conference, \$10,216
India (2), official business, \$3,203

Prof T. Oberholzer (Prof.):
England, research, \$3,587

Dr A. Rung (Lect.):
Hong Kong, official business, \$1,310

Ms L. Short (S. Lect.):
England, official business, \$3,392

School of Human Services and Social Work

Dr F. Campbell (S. Lect.):
Denmark, conference, \$3,895

Dr J. Cartmel (S. Lect.):
Scotland, conference, \$3,991
Scotland, ASP, \$3,454

Prof L. Chenoweth (Prof.):
Germany, conference, \$3,225
New Zealand, conference, \$1,094

Dr J. Clapton (Head of School):
Singapore, official business, \$2,015

Dr J. Fowler (S. Lect.):
USA (2), official business, \$10,116

Dr S. Larmar (S. Lect.):
England, ASP, \$2,782

Dr K. Macfarlane (S. Lect.):
Italy, official business, \$4,934
France, conference, \$9,648

Dr N. Sunderland (Postdoctoral Res. Fell.):
Canada, research, \$6,664

A/Prof C. Tilbury (A/Prof.):
England, conference, \$3,857

Ms S. Woodbridge (Lect.):
England, conference, \$3,820

School of Medical Science

Dr L. Dong (Postdoctoral Res. Fell.):
Canada, research, \$3,986
China, official business, \$970

Dr L. Haupt (Postdoctoral Res. Fell.):
Singapore, research, \$5,431

A/Prof V. Korolik (A/Prof.):
Canada, ASP, \$11,491
Japan, conference, \$5,080
USA, research, \$4,368

Dr R. Lea (Lect.):
Italy, conference, \$8,018
New Zealand (3), research, \$2,396

Dr J. Lewohl (Lect.):
USA, official business, \$1,000

Dr H. Massa (S. Lect.):
Republic of Korea, conference, \$3,882

Dr A. Munn (Lect.):
Sweden, conference, \$3,548

Dr I. Peak (S. Lect.):
England, conference, \$4,971
USA, official business, \$2,605

A/Prof A. Perkins (Head of School):
England, conference, \$3,912

Dr D. Pountney (S. Lect.):
England, official business, \$2,834
Germany, conference, \$2,373

Ms S. Quinlan (S. Res. Co-ordinator):
Norfolk Island, research, \$1,014

A/Prof S. Ralph (A/Prof.):
Czech Republic, conference, \$2,059

Ms M. Stantic (Laboratory Mgr.):
Czech Republic, conference, \$676

Dr G. Ulett (S. Lect.):
USA, research, \$888

A/Prof M. Wei (A/Prof.):
China (2), conference, \$3,649

School of Medicine

A/Prof S. Broadley (Dean):
New Zealand, conference, \$433

Ms L. Holden (Res. Facilitator):
New Zealand, conference, \$1,110

Prof. A. Lam (Prof.):
China, conference, \$2,885
Hong Kong, conference, \$1,791

Ms E. Milligan (S. Lect.):
New Zealand, conference, \$861

Dr S. Ng (S. Lect.):
Hong Kong, conference, \$2,374

Miss V. Priest (Lect.):
New Zealand, official business, \$488
USA, conference, \$3,199

Prof. J. Schwartz (Academic Mgr.):
China, conference, \$1,272

Dr R. Smith (Res. Fell.):
England, research, \$3,665

A/Prof R. Tedman (Dir.):
Austria, conference, \$2,897

Dr J. Whitty (Lect.):
France, conference, \$4,599

School of Nursing and Midwifery

Prof. L. Aitken (Prof.):
England, official business, \$1,342
Italy, conference, \$3,337
USA, research, \$4,976

Dr J. Barr (S. Lect.):
USA, official business, \$1,000

Prof. S. Borbasi (Dep. Chair):
Hong Kong, official business, \$2,062

Prof. W. Chaboyer (Dir.):
England, official business, \$2,952
New Zealand, conference, \$3,287
Scotland, research, \$14,675
USA, research, \$1,883

Ms S. Chu (Res. Asst.):
Japan, conference, \$1,155

Ms E. Coyne (A/Lect.):
Iceland, official business, \$959

Ms L. Del Fabbro (Co-ordinator):
Singapore (4), ASP, \$19,510

Dr E. Emmanuel (Lect.):
Thailand, official business, \$1,917

Dr K. Forrester (Lect.):
Singapore (2), ASP, \$4,606

Ms F. Gallagher (Lect.):
Singapore (2), ASP, \$5,242

Dr B. Gillespie (Lect.):
Singapore (2), ASP, \$4,548
USA, official business, \$2,642

Dr S. Henderson (Dep. Head of School):
Canada, conference, \$3,520

Ms H. James (Adj. S. Lect.):
Singapore (7), ASP, \$25,470

Dr A. Johnston (S. Lect.):
Germany, ASP, \$3,666

Dr C. Jones (Res. Fell.):
Japan, conference, \$1,724
Singapore, ASP, \$1,841

Ms A. McCorquodale (Lect.):
Singapore, official business, \$1,284

Dr M. Mitchell (S. Res. Fell.):
Italy, conference, \$1,962

Prof. W. Moyle (Dep. Dir.):
Canada, research, \$5,674
England, research, \$5,826

A/Prof E. Patterson (Head of School):
Singapore, ASP, \$761

Ms H. Rands (A/Lect.):
Thailand, official business, \$1,729

Dr L. Venturato (Lect.):
Singapore, conference, \$1,690

Prof. J. Wollin (Head):
United Arab Emirates, official business,
\$1,315

School of Pharmacy

Dr J. Fejzic (Lect.):
Austria, conference, \$1,000

A/Prof M. Rathbone (A/Prof.):
Denmark, official business, \$5,646

Prof N. Smith (Head of School):
Fiji, official business, \$1,289
Singapore, official business, \$2,144

Dr E. Tiralongo (S. Lect.):
China, conference, \$678

School of Physiotherapy and Exercise Science

A/Prof C. Barclay (A/Prof.):
England, research, \$2,075

A/Prof R. Barrett (A/Prof.):
South Africa, conference, \$2,511

Dr C. Carty (Postdoctoral Fell.):
South Africa, conference, \$1,003

Dr G. Harrison (S. Lect.):
India, official business, \$1,807

A/Prof L. Haseler (A/Prof.):
Denmark, research, \$2,494
USA, conference, \$4,137

Mr G. Lichtwark (Postdoctoral Fell.):
South Africa, conference, \$2,176
USA, official business, \$3,159

Prof. P. Milburn (Head of School):
New Zealand, official business, \$292
South Africa, conference, \$2,825

Dr P. Mills (S. Lect.):
South Africa, conference, \$2,508

Prof. N. Morris (Prof.):
USA, conference, \$4,829

Dr G. Reddan (Lect.):
Canada, conference, \$3,247
Hong Kong, conference, \$1,196

A/Prof G. Renshaw (S. Lect.):
Scotland, conference, \$3,120

Mr S. Sabapathy (Postdoctoral Fell.):
USA, conference, \$1,443

Mr B. Weeks (Lect.):
USA, conference, \$1,933

School of Psychology

Dr G. Andrews (S. Lect.):
USA (2), conference, \$5,946

Ms E. Avdagic (S. Res. Asst.):
Bosnia, official business, \$1,500

Dr M. Boschen (S. Lect.):
Croatia, conference, \$4,522

A/Prof G. Bradley (A/Prof.):
USA, conference, \$2,507

A/Prof P. Brough (A/Prof.):
USA (2), conference, \$13,964

Dr L. Casey (Dir.):
Netherlands, conference, \$4,556

Dr M. Chappell (S. Lect.):
USA, conference, \$1,762

Prof. S. Dawe (Prof.):
USA (2), conference, \$6,909

Dr C. Donovan (Lect.):
Netherlands, conference, \$4,584

Dr A. Duffy (A/Lect.):
USA, ASP, \$4,446

Dr R. Ford (S. Lect.):
England, ASP, \$3,075

Dr S. Frye (Clinic Dir.):
USA, conference, \$2,782

Dr H. Green (Lect.):
Austria, ASP, \$2,217

Mr M. Gullo (A/Lect.):
USA, conference, \$2,527

Dr L. Hohaus (Dir.):
France, conference, \$2,524

Dr M. Hood (Lect.):
USA, conference, \$1,000

Dr T. Ludlow (Clinic Mgr./Lect.):
USA, conference, \$1,700

Dr S. March (Res. Fell.):
Netherlands, official business, \$2,175

Ms M. McHugh (Res. Asst.):
USA, conference, \$1,519

A/Prof S. Morrissey (Dep. Head of School):
Croatia, conference, \$4,545

Prof D. Nesdale (Prof.):
Lithuania, conference, \$4,701
USA, conference, \$8,210

Dr A. O'Donovan (Dep. Head of School):
USA, conference, \$4,495

Dr T. Ownsworth (S. Lect.):
England, conference, \$3,139
Finland, conference, \$4,366

Prof. D. Shum (Prof.):
China (4), research, \$10,912

Dr R. Thomas (Res. Fell.):
USA, conference, \$2,267

Dr C. Timms (Res. Fell.):
Puerto Rico, conference, \$3,784

Overseas travel (continued)

Prof M. Zimmer-Gembeck (Prof.):
USA, conference, \$11,496
USA, ASP, \$4,770

School of Public Health

Dr N. Harris (S. Lect.):
Japan, conference, \$720
New Zealand, conference, \$869

Ms V. Lee (A/Lect.):
New Zealand, research, \$1,330

Ms K. Lilley (Lect.):
USA, conference, \$5,915

Dr J. Rey-Ladino (S. Res. Fell.):
Comoros, research, \$3,480
Philippines, conference, \$2,147

Prof A. Ross (Chair of Public Health):
Comoros, research, \$3,480
Lao People's Democratic Rep, research,
\$1,304
Philippines, conference, \$2,147

Prof D. Stewart (Head of School):
France, official business, \$12,500
Lao People's Democratic Rep, research,
\$1,982
Philippines, conference, \$2,147

Dr J. Sun (S. Lect.):
China, research, \$1,789

Australian Institute for Suicide Research and Prevention

Prof D. De Leo (Dir.):
Italy (2), conference, \$27,517

Population Health Research Centre

Mr D. Gray (Res. Fell.):
USA, conference, \$3,541

Science, Environment, Engineering and Technology

Pro Vice Chancellor (Science, Environment, Engineering & Technology)

Prof S. Berners-Price (Pro Vice Chancellor):
Hungary, conference, \$8,651

Science, Environment, Engineering and Technology Executive

Mrs Y. Baxter (Personal Asst.):
Malaysia, official business, \$2,289

Prof Y. Loo (Prof.):
New Zealand, conference, \$1,595
Taiwan, Province of China, official business,
\$9,146
Thailand, official business, \$7,207

A/Prof C. Wild (Dean Academic):
Indonesia, official business, \$1,760

Griffith School of Engineering

Dr A. Abbosh (Lect.):
Singapore, conference, \$2,998

Prof I. Agranovski (Prof.):
France, research, \$20,357
Germany, conference, \$4,974
Russian Federation (3), research, \$24,918

Dr A. Busch (Lect.):
USA, conference, \$2,464

Dr N. Cartwright (Lect.):
China, research, \$2,609

Dr G. Chai (S. Res. Fell.):
Malaysia, research, \$1,288

Ms C. Desha (A/Lect.):
Japan, conference, \$2,363

Dr J. Doh (Lect.):
Republic of Korea, ASP, \$1,977
Republic of Korea, official business, \$749

A/Prof Y. Gao (A/Prof.):
Egypt, conference, \$4,674

A/Prof M. Greenway (A/Prof.):
Jamaica, conference, \$4,475

Prof B. Harrison (Prof.):
Germany, official business, \$6,378
USA (3), research, \$9,558

Dr S. Herat (S. Lect.):
Japan, conference, \$2,121
Thailand, conference, \$2,373
Tokyo, official business, \$823

Dr G. Jenkins (S. Lect.):
Brunei Darussalam, official business, \$2,027

A/Prof C. Lemckert (Dep. Head of School):
Germany, research, \$4,288

Prof Y. Loo (Prof.):
China, official business, \$9,335
India, official business, \$11,227

A/Prof J. Lu (A/Prof.):
Brazil, conference, \$4,387
China (3), conference, \$6,501

Dr K. Nepal (Lect.):
Nepal, official business, \$2,002

Dr E. Oh (Lect.):
China, official business, \$1,050
Egypt, conference, \$3,658
Malaysia, official business, \$2,019

Prof K. Paliwal (Prof.):
India (2), conference, \$3,909

Dr A. Rahman (Lect.):
Spain, official business, \$2,183

Dr D. Rowlands (Lect.):
USA, conference, \$2,167

Dr S. So (Lect.):
Taiwan, conference, \$3,124

Dr R. Stewart (S. Lect.):
USA, ASP, \$4,846

Prof. L. Vlacic (Prof.):
Bosnia and Herzegovina, conference,
\$5,116
France, official business, \$1,787
Japan, conference, \$3,173

Prof B. Yu (Head of School):
Hong Kong, official business, \$4,019
Singapore, official business, \$1,757

Dr J. Yu (S. Lect.):
China, research, \$1,414
Singapore, official business, \$2,035
Thailand, conference, \$1,768

Centre for Wireless Monitoring and Application

Dr D. James (S. Res. Fell.):
India, research, \$2,913
USA, conference, \$2,210

Mr M. Neeli (S. Res. Asst.):
India, research, \$1,751

Prof D. Thiel (Prof.):
Germany, research, \$4,340
Italy, conference, \$2,163
Singapore, conference, \$1,234

Centre for Infrastructure Engineering and Management

Dr J. Lee (Res. Fell.):
Republic of Korea, official business, \$2,184

Dr H. Song (Res. Fell.):
USA, conference, \$2,831

Mr J. Zier (Res. Asst):
New Caledonia, research, \$747

Centre for Quantum Dynamics

Dr E. Cavalcanti (Res. Fell.):
England, conference, \$8,659

Queensland Microtechnology Centre

Prof. S. Dimitrijevic (Prof.):
Germany, conference, \$3,531
USA, research, \$3,049

Mr J. Han (Res. Fell.):
China, conference, \$4,827

Mr A. Iacopi (Mgr.):
England, official business, \$4,201

Queensland Micro and Nanotechnology Centre

Prof D. Bernhardt (Dir.):
England, conference, \$2,156

Griffith School of Environment

Ms A. Bond (Res. Asst.):
New Zealand, conference, \$645

Prof L. Brown (Prof.):
Canada, conference, \$3,823
China (4), official business, \$10,607
Germany, conference, \$2,838
Ghana, conference, \$11,933
Scotland, conference, \$1,556

Prof P. Burton (Prof.):
Hong Kong, conference, \$1,364

Dr C. Burwell (Lect.):
Malaysia, research, \$1,881

Dr J. Byrne (S. Lect.):
China, ASP, \$843

A/Prof A. Carroll (A/Prof.):
USA, conference, \$2,801

Dr G. Castley (Lect.):
Nepal, research, \$1,250

A/Prof J. Chaseling (Adj. Asst. Prof.):
Canada, conference, \$7,911

Dr C. Chen (S. Lect.):
China, research, \$2,044
Germany, conference, \$5,421

Prof C. Chu (Prof.):
China (6), official business, \$23,774

Prof R. Connolly (Dep. Head of School):
France, conference, \$3,809
USA, conference, \$5,499

Dr R. Cropp (S. Lect.):
England, research, \$4,350
France, conference, \$6,059

Prof P. Dale (Prof.):
USA, conference, \$3,966

Dr P. Daniels (S. Lect.):
Thailand, conference, \$3,231

Dr P. Davey (S. Lect.):
Indonesia (3), official business, \$6,248
Republic of Korea, official business, \$1,677
Malaysia, official business, \$2,362
Mexico (3), official business, \$14,023
Thailand, official business, \$2,192
Vietnam, official business, \$3,106

Dr A. Dedekorkut (S. Lect.):
USA, conference, \$2,525

Dr J. Ferreira (S. Lect.):
USA, ASP, \$15,520

A/Prof H. Ghadiri (A/Prof.):
England, official business, \$7,268

Prof D. Hawker (Prof.):
Thailand, research, \$5,161

Mr J. Hay (A/Lect.):
Malaysia, research, \$1,881

A/Prof J. Hero (A/Prof.):
Nepal, research, \$1,250
New Zealand, official business, \$1,009

A/Prof R. Hindmarsh (A/Prof.):
England, research, \$7,230
New Zealand, research, \$1,561

Prof G. Holden (Discipline Head):
Cyprus, official business, \$1,814

Dr C. Howlett (A/Lect.):
Canada, ASP, \$2,742
USA, conference, \$4,315

Prof J. Hughes (Prof.):
USA, official business, \$5,199
USA, conference, \$5,199

Dr K. Hulsman (Lect.):
Indonesia, official business, \$1,524

A/Prof D. Jones (A/Prof.):
New Zealand, conference, \$1,039

Prof R. Kitching (Dep. Head of School):
France, research, \$9,568

Prof. D. Lambert (Prof.):
New Zealand, research, \$783

A/Prof D. Low Choy (A/Prof.):
England, conference, \$8,002
England, ASP, \$4,624
Hong Kong, conference, \$1,638
USA, conference, \$5,010

Prof H. McCallum (Head of School):
Greece, research, \$3,915
USA, research, \$4,291

Prof G. McTainsh (Prof.):
England, ASP, \$7,008

Dr K. Pitt (S. Lect.):
France, conference, \$1,413

Dr S. Rutherford (S. Lect.):
China, official business, \$1,483

A/Prof N. Sipe (Discipline Head):
USA, conference, \$3,704

A/Prof P. Teasdale (A/Prof.):
Italy, conference, \$3,849

A/Prof J. Tisdell (A/Prof.):
China, conference, \$2,007
USA, conference, \$3,629

Dr A. Tularam (Lect.):
USA, ASP, \$4,987

Dr J. Warnken (S. Lect.):
Germany, official business, \$7,357
Sweden, official business, \$1,121

Dr D. Welsh (S. Lect.):
France, research, \$3,842
New Caledonia, research, \$784

Dr S. Zhang (S. Res. Fell.):
China, research, \$1,590
China, conference, \$2,952

Prof H. Zhao (Prof.):
China (5), research, \$16,148

Australian Rivers Institute

Prof A. Arthington (Prof.):
South Africa (2), conference, \$8,014

Overseas travel (continued)

Prof S. Bunn (Dir.):

Austria, research, \$10,695
South Africa, conference, \$8,231
USA, conference, \$8,764

Dr D. Burfeind (Postdoctoral Res. Fell.):

USA, conference, \$2,000

A/Prof M. Burford (A/Prof.):

China, conference, \$2,507
USA, research, \$9,644

Dr B. Cook (Postdoctoral Res. Fell.):

USA, conference, \$3,706

Dr C. James (Res. Fell.):

Finland, conference, \$3,761

Dr T. Jardine (Res. Fell.):

Canada, research, \$2,521
China, conference, \$2,377

Dr M. Kennard (Postdoctoral Res. Fell.):

USA, Conference, \$1,772

Ms H. Lee (Personal Asst.):

Malaysia, conference, \$973

Dr C. Leigh (Res. Fell.):

USA, conference, \$3,327

Dr S. Mackay (Res. Fell.):

Finland, conference, \$3,761

Dr J. Meynecke (Res. Fell.):

England (2), official business, \$3,655
USA, conference, \$3,843

Mr J. Panther (Res. Fell.):

Italy, official business, \$1,500

A/Prof F. Pantus (A/Prof.):

USA, conference, \$1,642

Dr T. Pietsch (Res. Fell.):

Canada, ASP, \$4,814

A/Prof P. Pollard (S. Res. Fell.):

USA, research, \$9,953

Dr B. Pusey (S. Res. Fell.):

USA, conference, \$5,751

Dr D. Schmidt (Res. Fell.):

USA, conference, \$2,876

Mr B. Stewart-Koster (Res. Fell.):

USA, research, \$2,614

A/Prof K. Yin (A/Prof.):

China, conference, \$2,446
Ireland, conference, \$4,374
Singapore, conference, \$3,134
USA, conference, \$4,643

Centre for Coastal Management

Mr L. Hughes (S. Res. Asst.):

Portugal, official business, \$3,176

Mr N. Lazarow (Project Mgr.):

Portugal, conference, \$3,953

Dr R. Richards (Res. Fell.):

Dubai, official business, \$1,510

Prof R. Tomlinson (Dir.):

Portugal, conference, \$8,981

Centre for Ecotourism Research

Prof R. Buckley (Dir.):

China, research, \$10,162
Ecuador, official business, \$15,473
Japan, official business, \$5,384
USA, research, \$13,051

Centre for Forestry and Horticultural Research

Dr G. Bacon (Adj. Prof.):

Kenya, conference, \$2,927
Solomon Islands, research, \$2,324

Centre for Urban Research

Prof S. Baum (Res. Fell.):

England, conference, \$5,230
Thailand, research, \$3,014

Dr M. Burke (Res. Fell.):

Indonesia, conference, \$1,885

Dr F. Crick (Res. Coordinator):

New Zealand, conference, \$1,184

Dr J. Dodson (Res. Fell.):

England, research, \$4,982

Prof B. Gleeson (Dir.):

England, conference, \$3,999
England, official business, \$1,355

Dr H. Han (Res. Fell.):

Republic of Korea, official business, \$1,680
Singapore, conference, \$850

Dr T. Li (Res. Fell.):

China, conference, \$4,066

A/Prof G. Woolcock (Res. Fell.):

Republic of Korea, conference, \$2,705

International Centre for the Management of Pest Fruit Flies

Prof R. Drew (Prof.):

England, research, \$14,112

Ms M. Romig (S. Res. Asst.):

England, research, \$11,914

Dr V. Shanmugam (Dep. Dir.):

Cambodia, research, \$2,840
Indonesia, research, \$4,418

Environmental Futures Centre

Ms M. Malone (Centre Administrator):

Nepal, research, \$1,250

Mr C. Simpkins (Res. Asst.):

Nepal, research, \$1,250
New Zealand, conference, \$397

Smart Water Research Centre

Dr N. Knight (Res. Fell.):

USA, conference, \$1,876

Dr F. Leusch (Res. Fell.):

France, official business, \$2,837
Netherlands, official business, \$2,423

Mr L. Little (Chief Executive Officer):

USA, official business, \$6,080

School of Biomolecular and Physical Sciences

Dr S. Ashmore (S. Lect.):

Belgium, conference, \$3,529

A/Prof P. Bates (Head, Griffith Aviation):

China, official business, \$8,917
Germany, official business, \$24,344
Hong Kong, official business, \$7,229

Dr T. Blach (Visiting Res. Fell.):

England, research, \$4,095

Dr T. Blumfield (Res. Fell.):

Kenya, conference, \$3,741
New Zealand, research, \$275
Solomon Islands (5), official business, \$28,760

Dr M. Bridgstock (S. Lect.):

England, ASP, \$6,579

A/Prof C. Brown (A/Prof.):

USA, conference, \$3,873

Prof D. Burch (Prof.):
 Argentina, official business, \$4,685
 New Zealand, conference, \$618

Dr I. Cock (Lect.):
 China, conference, \$2,447

Prof D. Crane (Prof.):
 China, conference, \$1,026
 New Zealand, conference, \$590

Prof J. Dobson (Prof.):
 France, conference, \$6,210
 Germany, official business, \$3,526

Prof R. Drew (Prof.):
 Philippines, research, \$10,853
 USA, conference, \$1,201

Dr T. Gould (R. Fell.):
 France, conference, \$2,405

Prof E. Gray (Prof.):
 England, ASP, \$6,841
 India, conference, \$2,144
 Italy, conference, \$2,735
 Korea, conference, \$6,131

Dr G. Heber (Res. Fell.):
 Canada, conference, \$1,862
 China, research, \$2,582
 USA, research, \$4,752

Prof G. Hope (Prof.):
 Canada, conference, \$2,169
 China, research, \$3,248
 South Africa, research, \$4,945

Dr O. Jepps (Lect.):
 England, research, \$2,396
 New Zealand, conference, \$736

Dr D. Kieplinski (S. Lect.):
 Japan (2), conference, \$4,324

Dr L. Lim (Lect.):
 New Zealand, conference, \$1,193

A/Prof A. Lopez (A/Prof.):
 Colombia, official business, \$2,594
 Malaysia (2), official business, \$3,186

Dr C. Love (Lect.):
 New Zealand, official business, \$1,324

Dr K. Lyons (Lect.):
 USA, ASP, \$7,619

Prof A. Mackay-Sim (Prof.):
 Spain, conference, \$6,518

Mr T. Mavin (S. Lect.):
 New Zealand, conference, \$493
 New Zealand, official business, \$1,729

Dr A. Meedeniya (S. Res. Fell.):
 Singapore, conference, \$1,206

A/Prof M. Miah (A/Prof.):
 Bangladesh, research, \$1,770

A/Prof P. Murray (A/Prof.):
 New Zealand, conference, \$2,224

Prof B. Patel (Prof.):
 Thailand, official business, \$3,283
 India (2), official business, \$11,576

A/Prof G. Pryde (A/Prof.):
 England, conference, \$3,234
 Germany, research, \$6,331
 USA, conference, \$5,100

A/Prof R. Sang (A/Prof.):
 USA, conference, \$8,162

Dr E. Streed (Res. Fell.):
 USA, conference, \$5,331

Dr K. Tonissen (S. Lect.):
 Republic of Korea, research, \$1,329

A/Prof D. Watters (A/Prof.):
 USA, conference, \$3,461; USA, research, \$7,850

Dr J. Webb (Lect.):
 France, research, \$7,780
 Korea, conference, \$2,125

Dr T. Weinhold (Res. Fell.):
 Austria, official business, \$1,492

Dr C. Wells (S. Lect.):
 New Zealand, conference, \$918
 USA, research, \$3,951
 USA, conference, \$4,862

Prof H. Wiseman (Prof./Federation Fell.):
 Austria, conference, \$2,799
 USA, conference, \$3,563

Dr G. Xiang (Res. Fell.):
 China, conference, \$1,549

Prof Z. Xu (Prof.):
 China (4), official business, \$13,025

A/Prof D. Young (A/Prof.):
 USA, research, \$1,899
 Singapore, official business, \$1,135
 Singapore, research, \$1,050

School of Information and Communication Technology

A/Prof P. Bernus (Dep. Head of School):
 Netherlands Antilles, conference, \$3,196
 Slovenia, conference, \$3,411

A/Prof M. Blumenstein (Head of School):
 Poland, conference, \$4,025
 Spain, conference, \$4,033
 Thailand, conference, \$5,531
 USA, conference, \$5,221

Ms K. Clayton (A/Lect.):
 England, conference, \$833

Prof V. Estivill-Castro (Prof.):
 Germany, conference, \$1,551
 New Zealand, conference, \$439
 Spain, research, \$7,718
 USA, Conference, \$3,173

A/Prof M. Ford (A/Prof.):
 England, conference, \$2,355
 USA, official business, \$1,100

Dr R. Hexel (S. Lect.):
 Austria, conference, \$3,597
 Canada, official business, \$5,383

Dr J. Jo (S. Lect.):
 Republic of Korea (4), official business, \$13,243

Dr A. Lewis (Adj. S. Lect.):
 Canada, official business, \$2,198
 Germany, conference, \$9,673

A/Prof A. Liew (A/Prof.):
 Malaysia, official business, \$2,169

Dr V. Muthukkumarasamy (S. Lect.):
 Singapore, official business, \$3,264
 India (4), official business, \$11,838

Dr O. Noran (Lect.):
 China, official business, \$2,829

Dr W. Pullan (Dep. Head of School):
 China, conference, \$1,752
 Thailand, official business, \$1,912

A/Prof T. Rout (A/Prof.):
 Finland, official business, \$3,961
 Peru, official business, \$8,176

Dr B. Rowlands (Lect.):
 Denmark, ASP, \$6,116
 USA, ASP, \$8,158

Overseas travel (continued)

Prof A. Sattar (Prof.):
Italy, conference, \$6,948
Malaysia, conference, \$4,453

Dr B. Stantic (S. Lect.):
Italy, ASP, \$7,472

Prof R. Topor (Prof.):
New Zealand, official business, \$1,132

A/Prof L. Von Hellens (A/Prof.):
Finland, official business, \$3,022
USA (2), conference, \$8,437

Dr J. Wang (S. Lect.):
Hong Kong, conference, \$2,029

A/Prof K. Wang (A/Prof.):
USA (2), conference, \$8,254

Dr L. Wen (Lect.):
Japan, conference, \$1,859

Eskitis

Dr J. An (Res. Fell.):
China, conference, \$2,561

A/Prof V. Avery (Chief Investigator):
England, conference, \$11,128
France, conference, \$6,933
USA (3), conference, \$14,464

Mr B. Cavanagh (Res. Asst.):
Germany, conference, \$3,386

Dr A. Chalk (Res. Fell.):
Sweden, conference, \$3,986

Dr F. Chehrehasa (Res. Fell.):
France, conference, \$5,791

Ms J. Cochrane (Res. Asst.):
Spain, conference, \$4,646

A/Prof M. Coster (Chief Investigator):
USA, conference, \$6,602

Dr R. Davis (S. Res. Fell.):
China, conference, \$2,810
Singapore, official business, \$5,893

Ms S. Duffy (S. Res. Asst.):
England, conference, \$10,834

Dr J. Ekberg (Res. Fell.):
France, conference, \$3,240

Dr G. Fechner (S. Res. Fell.):
France, conference, \$4,420

Dr Y. Feng (S. Res. Fell.):
China, conference, \$2,215

A/Prof A. Hofmann (Chief Investigator):
Singapore, official business, \$3,181

Prof I. Jenkins (Prof.):
France, conference, \$4,179

Dr J. Magolan (Res. Fell.):
Canada, conference, \$2,827

Dr A. Meedeniya (S. Res. Fell.):
England, official business, \$3,220

Dr S. Newman (Business Mgr.):
Canada, official business, \$5,353
USA, official business, \$3,514

Dr S. Poulsen (Chief Investigator):
Italy, conference, \$4,081

Prof R. Quinn (Dir.):
Canada, conference, \$15,619
China, conference, \$10,899
Singapore, official business, \$6,414
USA, official business, \$14,290

Dr J. St John (S. Res. Fell.):
France, conference, \$6,442

Dr A. Vitale (Res. Fell.):
Argentina, conference, \$2,085

Dr S. Wood (Sen. Res. Fell.):
Spain, conference, \$4,747

Institute for Glycomics

A/Prof H. Blanchard (Res. Leader):
England, research, \$4,187

Dr N. Brown (Res. Fell.):
Canada (3), official business, \$15,452

Dr C. Davis (General and Business Mgr.):
USA, official business, \$4,375

Dr D. Grice (Res. Leader):
Italy, ASP, \$14,025

Prof M. Jennings (Dep. Dir.):
USA, research, \$14,724

Prof M. von Itzstein (Executive Dir.):
China, conference, \$9,389
Germany, research, \$10,808
Japan, conference, \$5,488

Dr J. Wilson (Res. Leader):
China, research, \$1,880
Ireland, research, \$2,801

Institute for Integrated and Intelligent Systems

Dr T. Hoque (Res. Fell.):
Bangladesh, conference, \$1,196

Dr D. Kerr (Adj. Lect.):
China, conference, \$2,382

Mr D. Powell (Res. Fell.):
Singapore, official business, \$2,214

Administrative and Academic Support Elements

Office of the Vice Chancellor

Ms L. Forde (Chancellor):
Canada, official business, \$33,527
China, official business, \$14,056

Prof I. O'Connor (Vice Chancellor):
Canada and USA, official business, \$20,248
China (4), official business, \$41,162

Deputy Vice Chancellor and Provost

Mr G. Musgrove (S. Advisor):
USA, conference, \$6,928

Provost Gold Coast and Logan Campuses

Prof M. Standage (Provost Gold Coast and Logan):
USA, conference, \$6,255

Development and Alumni Office

Ms H. Anderson (Alumni Relations Coordinator):
Canada, official business, \$4,393

Ms P. McGarr (Dir.):
Canada, official business, \$11,899
China, official business, \$2,562
New Zealand, official business, \$2,970
USA, official business, \$1,255

Ms J. Robinson (Executive Officer):
China, official business, \$4,316

External Relations

Mr M. Boath (Events Mgr.):
Canada, official business, \$3,941
China, official business, \$4,370

Ms M. Frame (Communications Mgr.):
USA, conference, \$3,265

Indigenous Policy and Community Engagement

Prof B. Robertson (Prof.):
Canada, conference, \$5,806
USA, conference, \$6,394

Deputy Vice Chancellor (Academic)

Prof S. Spence (Dep. Vice Chancellor Academic):
England, conference, \$13,049

Griffith Institute for Higher Education

Prof M. Barker (S. Fell.):
USA, conference, \$1,024

Dr D. Bath (S. Lect.):
Wales, conference, \$5,270

Ms M. Buckridge (Lect.):
Canada, conference, \$2,980

Prof R. Sadler (Prof.):
New Zealand, conference, \$736

Dr C. Smith (A/Dir.):
Wales, conference, \$5,723

Deputy Vice Chancellor (Research)

Prof N. Pankhurst (Dep. Vice Chancellor Research):
China, official business, \$7,697

Office for Research

Ms D. Garklavs (Dep. Dir.):
USA, conference, \$4,971

Ms G. Jefferies (Res. Devt Coord):
New Zealand, conference, \$1,849

Mr I. Pieper (Res. Grants Officer):
New Zealand, conference, \$1,652

Mr C. Rose'Meyer (S. Policy Officer):
New Zealand, conference, \$1,501

Mr T. Sheil (A/Dir.):
England, official business, \$2,560
Malaysia, official business, \$1,739
Netherlands, conference, \$1,668

Griffith Enterprise

Mr S. Chambers (Business Devt Mgr.):
Singapore, conference, \$1,062

Mr N. Mathiou (Dir.):
Austria, conference, \$8,068
USA, conference, \$14,988

Ms K. Miles (Business Devt Mgr.):
New Zealand, conference, \$1,563
USA, conference, \$4,870

Dr J. Tampe (S. Commercialisation Mgr.):
Germany, official business, \$3,570

Griffith Graduate Research School

Prof P. Singh (Dean):
Hong Kong, research, \$2,893

National Climate Change Adaptation Research Facility

Prof J. Mc Donald (Res. Co-ordinator):
China, research, \$1,266

Prof J. Palutikof (Dir.):
Denmark, conference, \$4,702
Japan, conference, \$2,641
Republic of Korea, official business, \$4,750
USA (2), official business, \$9,433

Mr F. Stadler (Res. Co-ordinator):
New Zealand, conference, \$1,304

Ms M. Waschka (Knowledge Adoption Mgr.):
Denmark, conference, \$3,918
Switzerland, conference, \$5,144

Pro Vice Chancellor (Information Services)

Information and Communication Technology Services Executive

Mr B. Callow (Dir.):
USA (4), official business, \$13,658

Mr B. Scott (Mgr.):
New Zealand, conference, \$960

Information and Communication Technology Services

Mr N. Andrews (Mgr.):
USA (2), conference, \$11,434

Mr S. Bishop (A/Dir.):
USA, conference, \$1,621

Mr W. Fuller (S. Analyst Programmer):
USA, conference, \$3,989

Mr M. Garner (Team Leader):
USA, conference, \$4,190

Mr K. Grant (Mgr.):
USA, conference, \$7,584

Mr P. Jayawardena (Project Mgr.):
USA (2), official business, \$4,544

Ms E. Little (Team Leader):
USA, conference, \$1,621

Mr T. Neaton (S. Architect):
USA (3), conference, \$12,222

Mr K. Prasad (S. Computing Support Officer):
New Zealand, conference, \$924

Ms M. Richards (S. Application Admin.):
USA, official business, \$730

Mr N. Sharma (A/Dir.):
USA, conference, \$8,668

Mr K. Spletter (Mgr.):
USA, conference, \$3,800

Mr L. Stevenson (Mgr.):
New Zealand, conference, \$1,023

Mr J. Suthers (Solutions Architect):
New Zealand, conference, \$960
USA, conference, \$6,280

Ms P. Villalva (Principal Database Administrator):
USA, conference, \$6,642

Learning and Teaching

Mr R. Loudon (Educational Designer):
Austria, conference, \$4,073

Scholarly Information and Research

Mr M. Wolski (A/Dir.):
USA, conference, \$3,209

Mr J. Shuker (Software Engineer):
Nepal, research, \$1,250

Pro Vice Chancellor (International)

Mr C. Madden (Pro Vice Chancellor):
China, conference, \$10,470
India, official business, \$15,962
Ireland, official business, \$17,634
Republic of Korea, official business, \$7,029
USA, official business, \$19,449

Overseas travel (continued)

Griffith International

Ms K. Agnew (Mgr.):
China (3), official business, \$16,530

Mr M. Bawaz (Marketing Officer):
Dubai (2), official business, \$6,260
Oman, official business, \$1,245
Saudi Arabia, official business, \$5,569
Syria, official business, \$3,100
United Arab Emirates (2), official business, \$1,763

Ms L. Chappell (S. Mgr.):
China (2), conference, \$6,313
United Arab Emirates, official business, \$1,067

Ms C. Graham (Exchange Co-ordinator):
Spain, official business, \$6,828
USA, official business, \$8,304

Ms G. Hartney (Regional Mgr.):
Brazil, official business, \$24,683
Colombia, official business, \$24,071
Indonesia, official business, \$9,190
Thailand, official business, \$5,468

Ms L. Hastings (Admissions Officer):
Thailand, official business, \$1,951

Mr M. Holder (Mgr.):
New Zealand, conference, \$1,382

Mr J. Johnston (Marketing Mgr.):
Bhutan, official business, \$4,560
Indonesia (2), official business, \$11,501
Japan, official business, \$1,424
Philippines, official business, \$2,006
Vanuatu, official business, \$6,961

Ms V. Kustencko (Admissions Officer):
Russia, official business, \$1,883

Ms J. Lambert (Study Abroad Co-ordinator):
Germany, official business, \$10,430
USA, official business, \$6,545

Ms W. Levkovich (Mgr.):
Taiwan, Province of China, official business, \$3,670

Mrs B. Long (Mgr.):
Thailand, official business, \$2,096

Ms L. Mack (Liaison Officer):
Philippines, official business, \$1,693

Mr R. Mankad (Regional Mgr.):
Dubai, official business, \$1,357
England, official business, \$10,345
India (17), official business, \$49,795
Jordan (2), official business, \$5,293

Oman (2), official business, \$4,444
Qatar (2), official business, \$4,544
Saudi Arabia (3), official business, \$14,873
Sri Lanka, official business, \$3,483
Turkey, official business, \$4,103
United Arab Emirates (3), official business, \$7,186
USA, official business, \$11,594

Ms Y. Miyazawa (Admissions Officer):
Japan, official business, \$5,013
Republic of Korea, official business, \$1,129

Ms A. Mulhotra (Marketing Officer):
India, official business, \$1,450

Ms G. Murray (Mgr.):
China, conference, \$4,437

Ms S. Pinalli (Co-ordinator):
Brunei Darussalam, official business, \$3,220
Singapore (4), official business, \$17,397

Ms H. Piper (Mgr.):
China, conference, \$3,652
USA, conference, \$5,097
USA, official business, \$6,445

Dr J. Relich (Regional Mgr.):
Canada, official business, \$4,132

Ms K. Richardson (Admissions Officer):
Korea, official business, \$1,794

Mr P. Rudling (Regional Dir.):
Canada (2), official business, \$27,192
South Africa, official business, \$5,111

Ms B. Shaw (Executive Officer):
China, conference, \$3,506

Ms E. Shield (Study Abroad Adviser):
USA, official business, \$4,593

Mrs C. Toh (Marketing Asst.):
China (3), official business, \$10,078

Mr T. Toh (Regional Dir.):
China (5), official business, \$90,713
Hong Kong (2), official business, \$15,175
Singapore, official business, \$6,546

Mrs P. Waterman (Executive Asst.):
United Arab Emirates, official business, \$9,664

Ms J. Wong (Admissions Officer):
Indonesia, official business, \$5,166
Republic of Korea, official business, \$1,954

Griffith English Language Institute

Ms L. Booth (Co-ordinator):
Japan, official business, \$1,573

Ms M. Casey (Dir.):
China, official business, \$19,659
Japan (2), official business, \$19,039
Republic of Korea, official business, \$7,905
New Zealand, official business, \$3,077
Qatar (2), official business, \$46,233

Ms J. Collyer (Student Centre Mgr.):
Vietnam, official business, \$4,344

Ms C. Fowler-Paul (S. Project Mgr.):
Republic of Korea, official business, \$3,075
Qatar (4), official business, \$19,915
Turkey, official business, \$4,039

Mrs P. Humphreys (Mgr.):
Japan, official business, \$3,964

Ms R. Keogh (Aviation English Co-ordinator):
Mexico, official business, \$4,009
Qatar (3), official business, \$10,056

Ms I. Loon (Dir.):
Qatar (2), official business, \$15,580

Ms A. McCarthy (Mgr.):
Japan, official business, \$7,172
Republic of Korea, official business, \$2,759

Ms L. Mitchell (Admissions Mgr.):
China, official business, \$5,492

Mr L. Norris (Language Instructor):
China, official business, \$5,417

Ms M. Williamson (Student Centre Mgr.):
United Arab Emirates, official business, \$15,170

International Marketing and Business Development Unit

Ms A. Banning (Project Mgr.):
Fiji, official business, \$3,149
Vietnam (2), official business, \$9,183

Ms A. Hammond (Dir.):
England, official business, \$13,327
Fiji, official business, \$5,990
India (3), official business, \$56,497
Kiribati, official business, \$4,866
Nepal, official business, \$6,193
New Zealand, official business, \$3,108
Saudi Arabia, official business, \$5,693
Singapore, conference, \$4,402
Spain, official business, \$2,064
Thailand, official business, \$2,649
Vietnam, official business, \$11,907

Ms M. Walker (Mgr.):
New Zealand, official business, \$902
Vietnam (3), official business, \$23,997

Mrs A. Wilkinson (Project Asst.):
Kiribati, official business, \$1,760

Pro Vice Chancellor (Administration)

Academic Administration

Ms N. Graham (Mgr.):
Indonesia, conference, \$5,119

Ms T. Ikin (Graduations Officer):
Canada, official business, \$2,568

Ms M. Paez-Kirkland (Graduations Mgr.):
Canada, official business, \$15,313
China, official business, \$5,953

Ms S. Upson (S. Graduations Officer):
Canada, official business, \$2,568

Campus Life

Mr A. Callcut (Project Mgr.):
New Zealand, conference, \$435

Mr A. Knuth (Project Mgr.):
New Zealand, conference, \$435

Mr G. Smith (Dep. Dir.):
New Zealand, conference, \$1,012

Finance and Business Services

Mr S. Jones (A/Dir.):
USA, conference, \$5,066
Singapore, official business, \$1,636

Mr R. Srinivasan (Dir.):
USA, official business, \$19,516
USA, conference, \$16,325

Griffith Honours College

Ms K. Holmes (Program Co-ordinator):
Cambodia, official business, \$1,529

Dr J. McConachie (Mgr.):
Netherlands, conference, \$5,564
Peru, official business, \$3,325

Human Resource Management

Ms H. Cameron (Principal Adviser):
Sweden, conference, \$4,796

Appendix 1 — Indicators and targets

Item 1.0 Research income

Target: To increase external research income per full-time equivalent (FTE) staff by 10% per annum.

Definition: This indicator is calculated as research income divided by staff FTE in each year. Research income is reported in the annual Australian Government Higher Education Research Data Collection (HERDC). Staff FTE is taken from the annual Higher Education Staff Data Collection and includes only full-time or fractional full-time academic staff with a 'research only' or 'teaching and research' function.

Indicators:

	2005	2006 [†]	2007	2008	2009	2010	2011	2012	2013
Actual income \$M	\$33.0	\$36.0	\$42.6	\$51.7					
Actual FTE staff	1050	1082	1081	1103					
Actual income \$000/FTE	\$31.4	\$33.3	\$39.4	\$46.9					
Target Income \$000/FTE			\$36.6	\$40.3	\$44.3	\$48.7	\$53.6	\$59.0	\$64.9
Actual % increase		6.0%	18.5%	18.9%					
Target % Increase			10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

[†] Base year for target projection

Comment: The University's external research income for 2008 as reported via the Higher Education Research Data Collection (HERDC) was \$51.7 million, an increase of 21.3% over the 2007 figure. As a result, external research income per FTE staff in 2008 was 16.4% (\$6600 per staff FTE) in excess of the projected target. The external research income for 2009 will not be known until the HERDC data is submitted to the Commonwealth Government at the end of June 2010. The growth in 2008 was thanks largely to strong growth in the Science, Environment, Engineering and Technology and Griffith Health groups.

Item 2.0 Research publications

Target: To increase the number of research publications per FTE staff by 10% per annum.

Definition: Research outputs per staff FTE is calculated as 'Publication Points' divided by staff FTE in each year. Publication Points are reported in the annual Australian Government Higher Education Research Data Collection (HERDC). Staff FTE is taken from the annual Higher Education Staff Data Collection and includes only full-time or fractional full-time academic staff with a 'research only' or 'teaching and research' function.

Indicators:

	2005	2006 [†]	2007	2008	2009	2010	2011	2012	2013
Actual publication points	1269	1218	1322	1365					
Actual FTE staff	1050	1082	1081	1103					
Actual publication points/FTE	1.21	1.13	1.22	1.24					
Target publication points/FTE			1.24	1.36	1.50	1.65	1.81	1.99	2.19
Actual % increase		-6.9%	8.6%	1.3%					
Target % Increase			10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

[†] Base year for target projection

Comment: In 2008 publication points, as reported via the Higher Education Research Data Collection (HERDC) increased by 3.3% compared to 2007. Publication points per FTE grew by 1.3%, well short of the new target of 10%. On a positive note, the University reported strong growth in books (20.9%) and good growth in refereed journal articles (6.9%). The pleasing increase in books and refereed journal articles was somewhat offset by a decrease of -9.4% in book chapters and a drop of -10.3% in conference papers which continues the declining trend since 2006. This is seen as evidence of a long-term shift by Griffith researchers to publish more high quality research outputs (books, book chapters and refereed journal articles) and fewer conference papers.

Item 3.0 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 Excellence in Research for Australia (ERA) initiative. The definition and target for the indicator will be decided when the research journal rankings have been finalised.

Item 4.0 Research higher degree commencements and completions

4.1 Research higher degree (RHD) commencements

Target: To increase RHD commencements by 5% per annum.

Definition: RHD commencements are taken from the annual Higher Education Student Data Collection.

Indicators:

	2005	2006 [†]	2007	2008	2009*	2010	2011	2012	2013
Actual RHD completions	287	254	320	249	279				
Target RHD commencements			267	280	294	309	324	340	357
Actual % increase		-11.5%	26.0%	-22.2%	12.0%				
Actual % increase			5%	5%	5%	5%	5%	5%	5%

[†] Base year for target projection

* Preliminary data

Comment: RHD commencements have fluctuated over the last three years with growth of 26% in 2007 and a fall of 22% in 2008, resulting in commencements for 2008 being 31 below the projected Strategic Plan Target. Preliminary figures for 2009 show 279 RHD commencements, an annual increase of 12%, leaving the University 15 commencing students below target (5.1% compared to 10%). The University embarked on an active RHD recruitment strategy, including Virtual Research Week, which was expected to improve RHD commencement numbers this year. Finalised commencing RHD enrolments for 2009 will not be available until April 2010.

4.2 Research higher degree completions

Target: To increase RHD completions by 5% per annum.

Definition: RHD completions are taken from the annual Higher Education Student Data Collection.

Indicators:

Year of Completion	2005	2006 [†]	2007	2008	2009	2010	2011	2012	2013
Actual RHD completions	171	163	174	147	152				
Target RHD completions			171	180	189	198	208	218	229
Actual % increase		-4.7%	6.7%	-15.5%					
Target % increase			5%	5%	5%	5%	5%	5%	5%

[†] Base year for target projection

Comment: RHD completions have been at a high level and consistent over the period 2005 to 2007 but have fallen by 15.5% in 2008 due mainly to changes in thesis examination processes. A new process was trialled for six months in 2008 following student feedback. At the October 2008 meeting of the Research and Postgraduate Studies Committee this process was reviewed as data indicated that delays in disseminating examiners' reports to students and supervisors meant that minor revisions could not be commenced until formal notification was received from the Dean, Griffith Graduate Research School (GGRS). As a result, staff had not been able to fast track completion processes prior to graduation. This is reflected in the 2008 RHD completions being 18.2% (33 completions) below the 2008 Strategic Plan target. The reinstatement of the previous process of disseminating thesis examiners' reports to students and supervisors immediately they have been received by GGRS, unless recommendations from the examiners are disparate or require at least one re-examination, should address delays in completions. As expected, this change has resulted in improved RHD completions in 2009.

Appendix — Indicators and targets (continued)

Item 5.0 Research-active staff

Target: A minimum of 60% of all full-time/fractional-full-time 'research only' and 'teaching and research' academic staff to be research-active by 2013.

Definition: Academic staff members with at least three outputs from the following categories over three consecutive years, with at least one output from the first category.

1. Named in a Department of Education, Employment and Workplace Relations category publication
2. Named on a project that received external research income (as included in the HERDC income return)
3. Principal supervisor of a RHD student

Note. Creative and performing arts publication data has not been included.

Indicators:

	Actual					Target
	2005	2006	2007	2008	2009*	2013
% of Research-active staff - active	61.8%	65.0%	67.4%	65.3%		60.0%

* Data not available until later in 2010

Comment: The latest available data shows that 65.3% of full-time/fractional-full-time 'research only' and 'teaching and research' academic staff are research 'active', over five percentage points above the University target. Although there is a slight downturn from 2007, the 2008 result is the third consecutive year in which the University has exceeded 65% for this indicator which is a positive sign that the research culture at Griffith has improved in a statistically significant and sustainable way since 2005.

Item 6.0 Retention

Target: For the majority of Griffith students to be in programs with a retention rate that is in the top 30% nationally by field of education (FOE) by 2013, measured using Griffith data benchmarked against most recently available external data; and for 75% of Griffith students to be in programs in the top 50% nationally by FOE by 2013.

Definition: The retention rate is the proportion of all non-international non-graduating bachelors pass degree students enrolled at a census date in semester one of a year (the base year) who are also enrolled in any program at a census date in semester one of the next year.

The retention rate for each program is compared with the lowest rate for the top 30% nationally of average institutional retention rates in the same broad FOE. The percentage of total students in programs for which the retention rate is in the top 30% nationally for the FOE is reported. The Griffith rates are similarly compared with the lowest rate for the top 50% of national institutional rates.

Indicators:

University Target Areas	Actual			Target
	2005–2006	2006–2007	2007–2008	2013–2014
Griffith retention rate	77.9%	78.4%	77.3%	
% of Griffith students in programs in top 30% nationally	27.5%	29.8%	28.2%	50.0%
% of Griffith students in programs in top 50% nationally	43.3%	40.6%	47.4%	75.0%

Comments: In 2007–2008 28.2% of Griffith students were enrolled in programs which had retention rates in the top 30% nationally (down from 29.8% the year previously) and 47.4% of Griffith students were enrolled in programs which had retention rates in the top 50% nationally (up from 40.6% the year previously). The average retention rate for the University in 2007–2008 was 77.3%, slightly down by 1.1 percentage points from 2006–2007. The Griffith Health Group was the only area that recorded a growth in its retention when benchmarked against other Universities and the FOE. The next data for this indicator will be available in April 2010.

Item 7.0 Course Experience Questionnaire—Good Teaching Scale

Target: For the majority of Griffith graduates to be in the top 30% nationally by field of education (FOE) for institutional Course Experience Questionnaire (CEQ) scores associated with their major area of study by 2013, measured using Griffith data benchmarked against most recently available external data; and for 75% of Griffith graduates to be in the top 50% by FOE by 2013.

Definition: The CEQ score is calculated based on graduates' responses to the six questions relating to the Good Teaching Scale. The response to each question is one of five choices ranging from 'strongly disagree' to 'strongly agree'. The CEQ score for a respondent on this scale is calculated by allocating one of the values -100, -50, 0, 50 or 100 to each of the valid responses by the graduate and dividing by that number of valid responses. The graduate must answer at least four of the six questions to have a valid response.

The CEQ score of each Griffith respondent is compared with the lowest rate for the top 30% nationally of average institutional CEQ scores for the broad FOE of the CEQ response. The percentage of total Griffith respondents with a CEQ score in the top 30% for the FOE nationally is reported. The Griffith CEQ scores are similarly compared with the lowest rate for the top 50% of national institutional rates.

Indicators:

Year of Survey	Actual				Target
	2005	2006	2007	2008	2013
Average Griffith Good Teaching CEQ score	14.0	18.0	15.6	14.9	
% of Griffith students in programs in top 30% nationally	44.9%	45.3%	41.0%	38.2%	50.0%
% of Griffith students in programs in top 50% nationally	49.3%	49.5%	46.3%	44.4%	75.0%

Comment: The Average Griffith Good Teaching CEQ (CEQ-GTS) score (which is a value ranging from -100 to +100) lifted from 14 to 18 into 2006 but has fallen to 15.6 in 2007 and 14.9 in the 2008 CEQ survey. Changes in the 50% and 30% key performance indicators (KPIs) against national benchmarks over the last two years reflect this decline. In 2008 the 50% KPI is 31 percentage points below the 2013 target of 75% and the 30% KPI is 12 percentage points below its target of 50%.

Between 2007 and 2008 the best performance was in the Arts, Education and Law Group, which achieved an increase in both its average CEQ-GTS score and in the KPIs. This is reflected in improvements in the KPIs for Mt Gravatt and South Bank. All other groups and campuses registered a fall in both the average CEQ-GTS score and the KPIs. This indicator is time-lagged and the 2008 data, which are the most recent available for this measure, reflect responses from 2007 graduates. Thus, these results do not include students who will have experienced the impact of interventions such as Succeeding @ Griffith.

Appendix — indicators and targets (continued)

Item 8.0 Course Experience Questionnaire—Overall Satisfaction

Target: For the majority of Griffith graduates to be in the top 30% nationally by field of education (FOE) for institutional Course Experience Questionnaire (CEQ) scores associated with their major area of study by 2013, measured using Griffith data benchmarked against most recently available external data; and for 75% of Griffith graduates to be in the top 50% by FOE by 2013.

Definition: The CEQ score is calculated based on graduates' responses to the single question relating to Overall Satisfaction. The response to the question is one of five choices ranging from 'strongly disagree' to 'strongly agree'. The CEQ score for a respondent is one of the values -100, -50, 0, 50 or 100, allocated according to response.

The CEQ score of each Griffith respondent is compared with the lowest rate for the top 30% nationally of average institutional CEQ scores for the broad FOE of the CEQ response. The percentage of total Griffith respondents with a CEQ score in the top 30% for the FOE nationally is reported. The Griffith CEQ scores are similarly compared with the lowest rate for the top 50% of national institutional rates.

Indicators:

Year of Survey	Actual				Target
	2005	2006	2007	2008	2013
Average Griffith Overall Satisfaction CEQ score	34.3	36.3	32.1	29.8	
% of Griffith students in top 30% nationally	48.8%	54.5%	49.4%	46.9%	50.0%
% of Griffith students in top 50% nationally	65.1%	66.8%	60.7%	60.1%	75.0%

Comment: The average Griffith Overall Satisfaction CEQ (CEQ-OSI) score (which is a value ranging from -100 to +100) lifted from 34.3 to 36.3 into 2006 but fell to 32.1 in 2007 and to 29.8 in the 2008 CEQ survey. In 2008 the 50% KPI is 15 percentage points below the 2013 target of 75% and the 30% KPI is 3 percentage points below the University's target of 50%.

The Arts, Education and Law Group achieved an increase in both its average CEQ-OSI score and in the two OSI KPIs between 2007 and 2008. Griffith Health and Science, Environment, Engineering and Technology Groups also achieved small improvements in the 30% KPI, as did Nathan and Mt Gravatt. As noted above for the Good Teaching Scale, the most recent data for CEQ-OSI was collected in 2008 and reflects responses from 2007 graduates. These students would not have experienced the impact of interventions such as Succeeding @ Griffith.

Item 9.0 Graduate success

Target: For the majority of Griffith graduates to have completed programs with a graduate success rate that is in the top 30% nationally by field of education (FOE) by 2013, measured using Griffith data benchmarked against most recently available external data; and for 75% of graduates to have completed programs in the top 50% nationally by FOE by 2013.

Definition: Graduate Success (GS) is defined as the proportion of non-international bachelors pass degree respondents to the annual Graduate Destination Survey (GDS) in full-time study or available for full-time work (A) (that is, excluding graduates who were not available for full-time work) who reported in the GDS that they were in full-time study or full-time work (S) (that is, $GS = S/A$). The Griffith University data set is limited only to programs with at least ten respondents to the GDS in the year of analysis.

The graduate success rate for each program is compared with the lowest rate for the top 30% nationally of institutions' graduate success rates for the broad FOE of the program. The number and percentage of Griffith programs for which the graduate success rate is at or above the cut-off rate for the top 30% of institutions for the FOE is reported.

Indicators:

Year of Survey	Actual				Target
	2005	2006	2007	2008	2013
Average Griffith employment/study rate	81.6%	80.6%	85.5%	85.5%	
% of Griffith students in programs in top 30% nationally	28.2%	27.3%	35.5%	36.7%	50.0%
% of Griffith students in programs in top 50% nationally	36.9%	33.0%	44.8%	43.6%	75.0%

Comment: The average graduate success rate for Griffith graduates improved by 5.2 percentage points between 2006 and 2008 and the percentage of Griffith graduates in the top 30% and 50% of national graduate success rate also increased by about 10 percentage points over the same period. If this trend continues the University should achieve the targets for this indicator by 2013. Over the four-year period the Griffith Health Group has performed best on this indicator, followed by Science, Environment, Engineering and Technology, then Arts, Education and Law and the Griffith Business School.

Item 10.0 Admissions—Overall Positions (OPs) 1 to 8

Target: By 2013 for Griffith to enrol 20% of all OP 1 to 8 OP-eligible students from all schools from which at least one student is admitted to Griffith.

Definition: This indicator is measured as the number of OP 1 to 8 students who apply through the Queensland Tertiary Admissions Centre (QTAC) or the University Admissions Centre (UAC) and enrol at Griffith in a year, as a percentage of all OP 1 to 8 students who apply through QTAC for admission to any program at any institution in that year from secondary schools from which at least one student is admitted to Griffith.

Indicators:

	Actual					Target
	2005	2006	2007	2008	2009	2013
OP 1-8 Griffith Commencements from QTAC and UAC	802	851	797	823	745	
OP 1-8 QTAC Applicants	7551	7995	8068	7880	7316	
% of Ops 1-8 Commencing at Griffith from QTAC	10.6%	10.6%	9.9%	10.4%	10.2%	20.0%

Comment: Final figures for 2009 show that although the 'number of OP 1 to 8 Griffith enrolments' declined, so did the total pool of 'OP 1 to 8 applicants' across the relevant local sector compared to 2008. The actual percentage of OP 1 to 8 students who came to Griffith from the local pool remained relatively stable at 10.2%, showing only a very slight decrease on the previous year. In order to meet its strategic objective of 20% of all OP 1-8 applicants by 2013 the University will need to increase the number of admissions in this category by approximately 100% over the next four years, an increase of around 19% each year.

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Mt Gravatt

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Telephone: (07) 3735 7111
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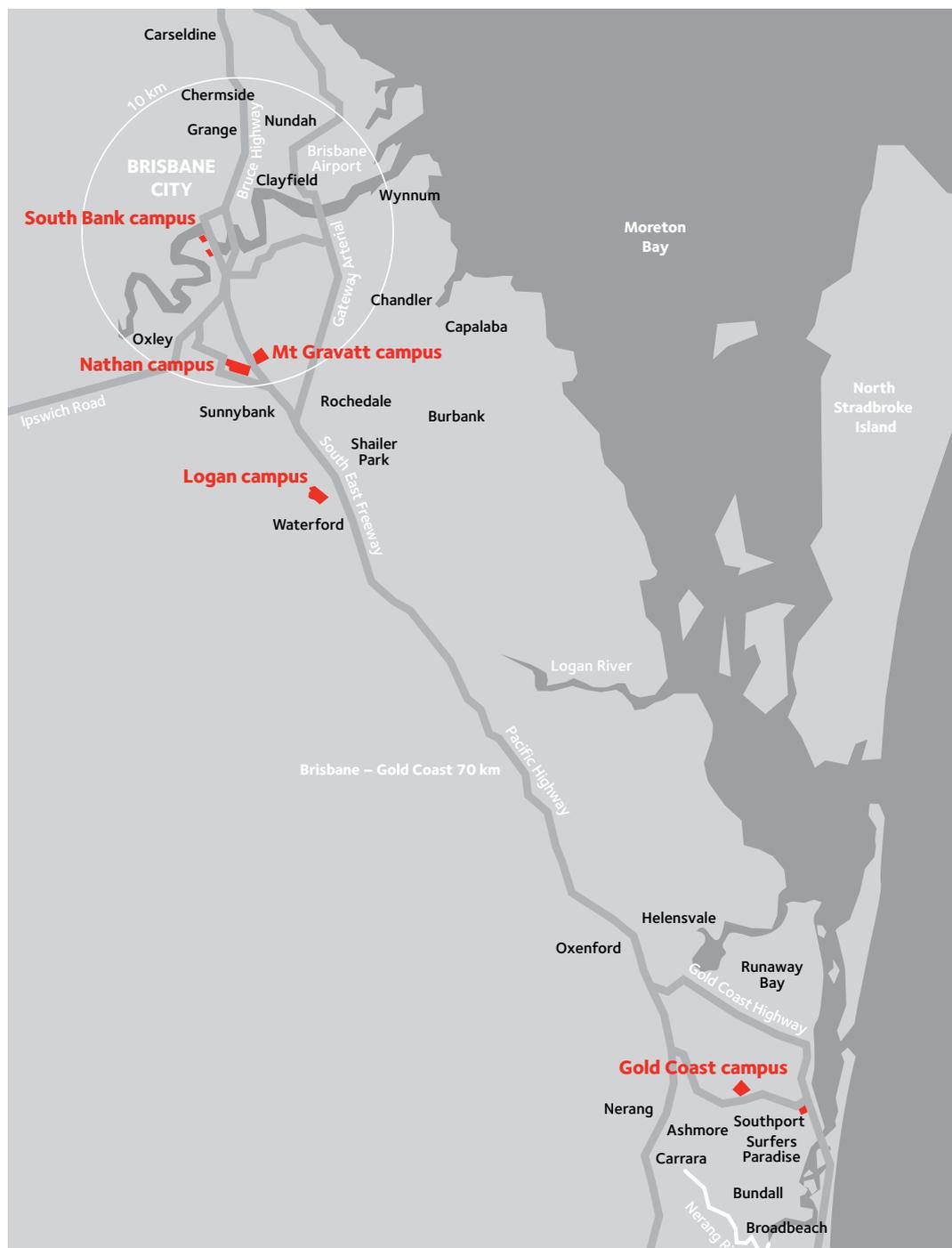
South Bank

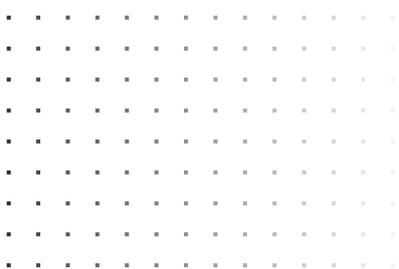
Queensland College of Art and Griffith Graduate Centre (The Ship Inn)

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Availability of Report

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