Report to the Minister for Education and Training

Presented to Parliament by Command
The Honourable Geoff Wilson, MP
Minister for Education and Training

Dear Minister

I have the honour to present to you, on behalf of the Council of Griffith University, the Annual Report of Griffith University for the year ended 31 December 2008.

Ms Leneen Forde, AC
Chancellor
April 2009

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).

Member of
Innovative Research Universities Australia
In 2008, the University did much to lay the foundations for the next decade of its development.

In a year in which total Australian Research Council (ARC) funding awarded across the system fell slightly, Griffith achieved one of its best ever ARC funding outcomes, consolidating its position as the number two research institution in Queensland. In teaching, Griffith staff continued their success in winning Australian Learning and Teaching Council (ALTC) awards, citations and grants. This success reflects the University’s strengthening focus on enhancing the student experience.

Griffith is committed to achieving recognised international excellence in a number of domains through strategically investing in selected areas. During 2008, the University chose to fund eight areas based on their distinguished profile. This involves a total commitment of $40 million over five years. The University’s goal is to attain world-class standing and a distinctive international profile in each of the eight areas.

The Australian Universities Quality Agency (AUQA) visited the University in 2008 and released its audit report in September. The report was very positive for Griffith, with many commendations on our achievements in recent years. The AUQA panel endorsed the University’s strategic agenda and commended the progress we have made in improving our quality systems, and our explicitly benchmarked approach to planning and quality assurance. The strength of Griffith’s international activities was also commended and clearly evident in the University winning seven of the eleven Queensland Government awards for international education.

In December, the University Council approved a new strategic plan and re-appointed Professor Ian O’Connor as Vice Chancellor. The Strategic Plan 2009–2013 sets a distinctive vision for the University—an institution which is internationally renowned for its teaching and research excellence and which is committed to delivering real solutions to global issues.

In re-appointing the Vice Chancellor, Council recognised Professor O’Connor’s outstanding leadership and the significant contributions he has made in positioning Griffith as a world-class university. The Griffith community looks forward to supporting Professor O’Connor in the next exciting stage of the University’s history.

Ms Leneen Forde, AC
Chancellor
2008 was the year the new Australian government laid the foundation for its policies on higher education and research with its Review of Australian Higher Education chaired by Emeritus Professor Denise Bradley and its Review of the National Innovation System chaired by Dr Terry Cutler. Griffith University participated actively in these reviews, making full submissions to both inquiries. Griffith also contributed to the public discussion of the reviews, publishing two related articles on social inclusion in higher education expounding its submission to the Bradley review and several articles on various aspects of national research policy supporting its submission to the Cutler review.

The Australian government decided to establish a national higher education regulatory and quality agency, establish a goal of increasing the proportion of 25 to 34 year olds with a bachelor degree from its current level of 32 per cent to 40 per cent by 2025, establish a goal of increasing the proportion of students from a low socioeconomic status background from its current level of 16 per cent to 20 per cent by 2020, introduce a new demand driven system for funding undergraduate places in public institutions, and to integrate vocational education and training with school and higher education. Many of these decisions were consistent with Griffith’s submission to the Bradley review.

The government’s position on research policy is gradually developing from its election promises of institutional compacts, a ‘hubs and spokes’ arrangement of research concentration, and a new assessment of university research quality, as well as from the Cutler and Bradley reviews. The government’s decisions to date have been consistent with Griffith’s submission to the Cutler and Bradley reviews and during 2008 Griffith started thorough preparations for the changes in the Australian government’s research policy expected in subsequent years.

Institutional strategy

Griffith’s direction for the future was stated in a new Strategic Plan 2009–2013. The new strategic plan incorporates the vision expressed in Griffith 2015: Beyond Top 10. This proposed that rather than setting uniform goals for all parts of the University, different parts of the University adopt different goals to maximise their different strengths. Different visions are also being developed for each of the University’s five campuses. University consultations were conducted through campus meetings and widespread support was given to the directions set out in the new strategic plan. University Council adopted the new plan and its associated key performance indicators at its meeting in December 2008.

Part of the new plan is to build areas for which Griffith may become known not only in Australia, but internationally. These are areas in which Griffith already has substantial investment and achievements. That is, a scale of activity that may be influential internationally, in which Griffith is already achieving at a quality and level comparable with the best in the world, and in which Griffith may further build a distinctive reputation. Griffith’s eight areas of strategic investment are:

• Asian politics, trade and development
• climate change adaptation
• criminology with a focus on prevention
• drug discovery with a focus on infectious diseases
• health research with a focus on innovations in health care
• music, the arts and the Asia–Pacific region
• tourism with a focus on sustainable tourism research
• water science with a focus on freshwater, estuarine and urban water research

Some areas were chosen for their potential to achieve international prominence in practice, learning–teaching and scholarship, while some areas with outstanding research strength will also strengthen their contribution to learning–teaching, public policy and community benefit. Investment plans are being developed for each area of strategic investment on the advice of leading national and international experts in each field.

Each area of strategic investment is founded on areas of concentration often formed by several centres of concentrated research or practice. Griffith now hosts four national research centres, with the following three established in previous years: the National Centre for Adult Stem Cell Research established with an Australian government grant of $22 million in 2006, the Australian Research Council Centre of Excellence in Policing and Security established with a grant of $25 million in 2007, and the National Climate Change Adaptation Research Facility with a grant of $50 million in 2007. The fourth, the National Centre of Excellence in Suicide Prevention, was established in 2008 with a grant of $1.5 million.

In 2008 the University recruited Professor Jean Palutikof as Director of the National Climate Change Adaptation Research Facility. Professor Palutikof managed the five-year preparation of the report Climate Change 2007: Impacts, Adaptation and Vulnerability while working for the Nobel Peace Prize...
winning Intergovernmental Panel on Climate Change working group in the United Kingdom. Previously she was director of the Climate Research Unit and professor in the School of Environmental Sciences at the University of East Anglia. Professor Jan McDonald was appointed research manager and deputy director of the National Climate Change Adaptation Research Facility.

The National Centre for Adult Stem Cell Research, Eskitis Institute for Cell and Molecular Therapies and Queensland Compound Library moved into a new building opened by the Premier of Queensland, The Honourable Anna Bligh, on 24 April 2008. The project of $18 million was jointly funded by the Queensland government and Griffith University and houses 70 research staff and students adjacent to the existing Eskitis building, co-locating all 120 researchers of the Institute. The Eskitis Institute includes the only Queensland-based node of the $148 million Cancer Therapeutics Cooperative Research Centre, a nationally-funded cancer research centre which provides state leadership in discovery of new anti-cancer drugs.

Each centre is in turn founded on a broad base of research intensity and activity or expert practice and scholarship. The overall institutional strategy is therefore to build overlapping pyramids of broad-based research and practice, whose peaks are sufficiently prominent to attract international renown and reflect well upon the whole university.

Quality audit

Griffith’s institutional strategy was confirmed by an external audit of the university in 2008 by the Australian Universities Quality Agency. The agency’s panel also commended the progress Griffith had made in improving its quality systems, and its explicitly benchmarked planning and quality assurance.

This was the second time the agency had audited Griffith, the previous successful audit being in 2003. The agency’s cycle 2 audit of Griffith in 2008 focussed on two themes: supporting student success and international activities. The agency gave the university 11 commendations, endorsing:

1. the Griffith 2015 strategy and consultation by senior management
2. adoption of an explicitly benchmarked approach to quality assurance and improvement
3. increased attention to improving the University’s quality system and adoption of a more evidence-based approach
4. identifying students at risk early and adopting methods for improving undergraduate retention
5. maintenance of the Uni-Reach program
6. the University’s support services provided to students with disabilities
7. implementation of the succeeding@ Griffith strategy in first-year undergraduate programs
8. adopting an evidence-based approach to academic integrity
9. developing the Gold Coast campus and its informal learning spaces
10. the University’s mutually beneficial engagement with its local communities in the Brisbane–Gold Coast corridor
11. the service and support provided for transnational education programs

The Australian University Quality Agency’s panel gave the University 11 affirmations of decisions and action it had already taken, and eight recommendations of actions for the University to take over the next cycle.

Contributions to national debate

Griffith’s strong contribution to national debates was highlighted in 2008 with the participation of 25 Griffith staff, council members, adjuncts and alumni in the Prime Minister’s Australia 2020 Summit. Professor Michael Wesley from the Griffith Asia Institute delivered the summit’s opening address and chaired the session on Australia’s future security and prosperity in a rapidly changing region and world. Dr Julianne Schultz, editor of Griffith REVIEW, co-chaired the ‘Towards a creative Australia’ session with actor Cate Blanchett. Some 26 contributors to Griffith REVIEW also attended the summit as co–chairs and delegates for a range of topics. Griffith co-hosted the Moreton 2020 Summit which preceded the national event.

In 2008 Professor Jean Palutikof was appointed director of the National Climate Change Adaptation Research Facility, based at Griffith University.

Director of Griffith Asia Pacific Research Institute, Professor Michael Wesley, participated in the 2020 Summit, leading the security session.

Editor of the Griffith Review, Professor Julianne Schultz, was co-chair of the Creative Australia stream at the 2020 Summit.
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 2008, is listed below.

Chancellor Leneen Forde, AC
Term of Office: from 5 June 2006, up to, but not including the ordinary meeting of the Council in June 2009

Deputy Chancellor Henry Smerdon
Term of Office: from 4 September 2007, up to, and including 3 September 2010

Vice Chancellor Professor Ian O’Connor
Ex officio

Members appointed by the Governor-in-Council
Ian Alderdice
Mark Gray
Rachel Hunter
The Honourable Justice Margaret McMurdo
Garry Redlich
Henry Smerdon
Term of Office: from 28 October 2005 up to 27 October 2009

Ann Robiotta-Glenister
Term of Office: from 14 November 2008 up to 27 October 2009

Two members of the University’s academic staff, elected by academic staff
Associate Professor Michael Barry
Term of Office: from 28 October 2005 up to 27 October 2009

Dr Dwight Zakus
Term of Office: from 3 October 2006 up to 27 October 2009

One postgraduate student of the University, elected by postgraduate students
Heather Douglas
Term of Office: from 28 October 2007 up to 27 October 2009

One undergraduate student of the University, elected by undergraduate students
Julie Kennedy
Term of Office: from 28 October 2007 up to 27 October 2009

One member of the University’s general staff, elected by general staff
Kaye Dillon
Term of Office: from 28 October 2005 up to 27 October 2009

Four additional members appointed under Section 16, Griffith University Act
Dr Bob Anderson, OAM
Sandra Anderson
The Honourable Rob Borbidge
Karen Struthers
Term of Office: from 1 January 2008 to 31 December 2009

Resignations
Michael Lake (1 January to 13 June)

Meetings
In 2008, the Council of Griffith University held six meetings:

3 March (Gold Coast campus) 15 out of 17 members attended

6 May (Nathan campus) 15 out of 17 members attended

2 June (Nathan campus) 12 out of 17 members attended

4 August (Gold Coast campus) 15 out of 17 members attended

6 October (Nathan campus) 11 out of 17 members attended

1 December (Gold Coast campus) 16 out of 18 members attended.

Council subcommittees
The key committees that report directly to the Council are:

• the Academic Committee, the senior body within the University responsible for teaching and learning, and research policies (chairperson Professor John Dewar)

• the Finance and Resources Committee, responsible for advising Council on critical resource issues, including income projections, operating budget allocations, capital expenditure, financing strategies and risk management (chairperson Henry Smerdon)

• the Audit Committee, responsible for assisting the Vice Chancellor and the University Council discharge financial management responsibilities imposed under the Financial Administration and Audit Act 1977, Financial Management Standard 1997 and other relevant legislation (chairperson Ian Rodin).

Advisory councils
In addition to these committees, there are three advisory councils; namely, the Gold Coast Advisory Council (chairperson Alan Rickard), the Queensland College of Art Advisory Council (chairperson Ulla Zeller), and the Queensland Conservatorium Advisory Council (chairperson Pauline Peel).
The advisory councils advise the University Council on strategic directions for teaching, research and community service at the Gold Coast campus, the Queensland College of Art and the Queensland Conservatorium.

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

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

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 22–24.

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

Internationally recognised

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

Griffith University aims to build world-class research strength in selected areas of strategic investment and demonstrate research of international standing and excellence in all discipline areas. Through the Strategic Plan 2009–2013 and Griffith 2015: Implementing the Vision, the University expanded and reconfigured the concept of strategic research programs into eight areas of strategic investment. Seven of these areas are research-focused:

- Asian politics, trade and development
- Climate change adaptation
- Criminology
- Drug discovery and infectious diseases
- Health
- Sustainable tourism
- Water science

The eighth area, ‘Music, the arts and the Asia–Pacific region’, has a teaching and performance focus including practice-based research.

During 2008 the University progressed plans for each of the areas of strategic investment with the goal that, by 2013, some will be acknowledged as world class (top 200) and a small number will be considered world leading (top 20). This commitment is supported by an investment of up to $40 million from 2009–2013. These areas will benchmark their achievements against the top institutes in the world.

Research centres at Griffith are also expected to carry out research of international and national standing. Research quality will be enhanced by benchmarking to the world as well as Australia. This commitment is supported through allocation of more than $5 million per annum in centres funding, subject to annual reporting against agreed performance standards.

Performance, quality and impact

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

Quality continues to be a major driver of University research policy and performance, with the Excellence in Research for Australia (ERA) initiative replacing the Research Quality Framework (RQF) as the Government’s approach to evaluating the quality of research in Australian universities. The University has engaged extensively in sectoral consultation rounds to influence overall policy directions and participated in technical trials to ensure Griffith’s data capture and reporting systems meet all necessary requirements. The University also developed ERA-ready capability during 2008 to ensure that essential timelines are met for trials proposed for 2009 and for the full ERA exercise in 2010.

Griffith achieved one of its best ever Australian Research Council (ARC) funding outcomes in 2008 consolidating its position as the number two research institution in Queensland. With 25 successful ARC Discovery grants the University was also the top achiever in our university benchmark group, the Innovative Research Universities Australia. Major successes are detailed in the ‘Highlights’ section following.

In the preceding reporting period Griffith’s research income increased by 18% from $36.0 million in 2006 to $42.6 million in 2007 and commercialisation income increased by 18% over the same period. Reflecting growth and changing profile, Griffith is earning a higher proportion of its research income through competitive and other public sector grants and less from industry and cooperative research centres. Research income per academic Full–Time Equivalent (FTE) staff member (Appendix 1.4) shows welcome growth and is an indicator of improving research intensity. The University expects to record similar growth in overall research income and research income per staff member for 2008. Particularly significant was the fact that most of this growth arose from increased success in national competitive research grants, including those from the Australian Research Council and the National Health and Medical Research Council.

Publications performance by Griffith academics, particularly books and book chapters, has shown outstanding growth since 2006 (Appendix 1.1). For two consecutive years, Griffith researchers have produced more than 25 books and more than 125 book chapters in each calendar year, the highest output in the Innovative Research Universities Australia group. Griffith was placed in 10th position overall amongst Australian universities for research publications indexed in 2008 in the ThomsonReuters Web of Science (combined Science Citation Index, Social Sciences Citation Index and Arts and Humanities Citation Index) and 7th position for papers in the Social Science Citation Index. Griffith’s ThomsonReuters indexed articles are up 35% and our research outputs of all types have increased from 819 in 2007 to 956 in 2008. Griffith is one of the few Australian universities to record double digit growth in Thomson Reuters Web of Science indexed publications during the two years 2007 and 2008.

Intensiveness

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

Griffith’s preparations for both RQF and ERA during 2007 and 2008 helped the University to make considerable progress in building a strong research excellence culture. Using 2007/08 measures of research activity,
67.4% of research-only and teaching and research staff were research active in 2007, which is up from 65.0% in 2006 and 61.8% in 2005. While this is a pleasing trend the University reviewed this measure in 2008 to more effectively align with external research quality assessment criteria.

Four revised research key performance indicators have been adopted for the new Strategic Plan 2009–2013:

• External research income per FTE
• Research outputs (publication points) per FTE
• Research Higher Degree (RHD) commencements and completions
• Proportion of staff who are research active (based on a revised definition of research activity).

In addition the areas of strategic investment and research centres will be expected to benchmark research performance nationally and internationally against the top institutes in the world.

Growth in domestic research higher degree enrolments is slowing, but there is healthy demand from overseas for research training. These trends underpin streamlining of the University’s RHD strategies and processes. Griffith’s international RHD enrolments have risen from 207 in 2007 to 223 in Semester 2, 2008—an increase of 7%. Research Higher Degree completions (Appendix 1.5) exceeded 160 in 2008 for the fifth successive year reflecting a stable pattern that allows the University to now adopt an even more stringent quality approach to research education. Postgraduate Research Experience Questionnaire scores for ‘overall satisfaction’ have improved with the most significant improvement being in ‘intellectual climate’. This is interpreted as a positive reflection of the Research Centres Policy and the work of the Griffith Graduate Research School.

Commercialisation

Goal

To enhance the University’s success in commercialising its research.

The Office for Commercialisation was re-launched during 2008 as Griffith Enterprise with a dynamic new business model that aims to maximise the impact and appeal of our world-class research and teaching strengths to innovative businesses.

The Griffith Business School (GBS) was the first to adopt the new Griffith Enterprise model by launching the Asia-Pacific Centre for Franchising Excellence at Griffith’s South Bank campus. The Centre will undertake dedicated research and ongoing focus on the industry, providing a catalyst to innovation and assisting with the development of the franchising industry. It will be a valuable resource for the franchising sector, which contributes about $12.8 billion to the Australian economy each year and employs nearly half a million people. The Centre will work alongside industry and government in Australia and the Asia–Pacific, and its research will help inform policy and industry standards.

The Gold Coast Innovation Centre (GCIC) was launched at Griffith University’s Gold Coast campus and is designed to foster the growth of technology-based businesses. The initial million-dollar, four-year project is funded with $500 000 from the Queensland Department of State Development Technology Incubation Program and $250 000 each from the Gold Coast City Council and Griffith University. The incubator will act as a catalyst for attracting and growing high-tech businesses and services to the region. GCIC’s principal focus is to support the successful growth of its clients’ businesses and it is expected that clients would be involved in a broad range of industries including medical devices, biotechnology, ICT products and services, energy and environmental solutions. The Centre is a key component of the Griffith Knowledge Precinct, a world-class research, learning and innovation facility under development adjacent to the University, and close to the new Queensland Government Smart State Academy and Smart Water Research Facility.

A landmark agreement between Griffith University and consumer products giant Colgate-Palmolive led to the establishment of a new professorial Chair of Rural, Remote and Indigenous Oral Health at Griffith. The agreement supports the University’s social mission and allows the School of Dentistry and Oral Health to drive innovative research, education and community services in rural, remote and Indigenous oral health.

The Premier, the Honourable Anna Bligh and Griffith University Vice Chancellor Ian O’Connor congratulate Eskitis director Ron Quinn (centre) at the opening of the new building at the Eskitis Institute for Cell and Molecular Therapies. Associate Professor Rodney Barrett (right) and Dr Peter Mills with Barbara Heather doing muscle strength and balance testing. Professor Barrett has been awarded NHMRC funding for this study to help understand falls in the elderly.
Griffith University partnered with the Jarlimadangah Burru Indigenous people from the Kimberley region in license agreements with biotech company Avexis. The agreements will see the further development of therapies from a native Australian plant, traditionally used by Indigenous people for pain management. It is anticipated that Avexis will build on the initial work of Griffith’s Eskitis Institute that identified several compounds which have shown encouraging signs in animal pain models.

The Eskitis Institute entered into a partnership with Pfizer, the world’s largest research-based pharmaceutical company, to develop the next generation of anti-infective medicine through the Institute’s Nature Bank. The Eskitis team has spent the past 14 years developing Nature Bank, a unique library of 200,000 natural product fractions derived from a collection of over 40,000 samples of plants and marine invertebrates collected from diverse areas of tropical Queensland, the Great Barrier Reef, Tasmania, Papua New Guinea and China. Griffith University will receive payments based on drug development milestones and royalties based on sales of the anti-infective medicines that will be developed by Pfizer.

The Honda Foundation will contribute $500,000 towards establishing a dedicated pandemic influenza research facility as part of a five-year commitment to Griffith University’s Institute for Glycomics. The facility will be based at Griffith University’s Institute for Glycomics, Australia’s only multidisciplinary biomedical research institute dedicated to cracking the code of how carbohydrates and carbohydrate-related pathways are used in the establishment and spread of many significant diseases, such as various cancers, malaria and influenza.

Research Highlights of 2008

With the Department of Health and Ageing providing funding of $1.466 million over three years to establish the Centre of Excellence in Suicide Prevention, the University is now host to four national centres:

- Centre of Excellence in Suicide Prevention
- National Centre for Adult Stem Cell Research
- ARC Centre of Excellence in Policing and Security
- National Climate Change Adaptation Research Facility

Major new multi-partner centres hosted at Griffith or that have significant Griffith involvement are:

- Tropical Rivers and Coastal Knowledge Research Hub
- Smart Water
- Queensland node of Cooperative Research Centre for Cancer Therapeutics

With the University focusing research efforts in areas of strategic importance to Queensland, Australia and globally, Griffith has reinforced its reputation in several traditional areas of research strengths including environmental sciences, water, international relations and Asian studies. The University pioneered Australian environmental studies and Asian studies, setting up Australia’s first university-based schools in these disciplines. Griffith now hosts the Water Resources and Freshwater Biodiversity Network, one of the principal programs of the National Centre for Climate Change Adaptation Research Facility (NCCARF), with which it will be co-located in NCCARF’s headquarters at Griffith.

Prominent water research initiatives based at Griffith include the Australian Rivers Institute, the Queensland hub for the National Tropical Rivers and Coastal Knowledge research program and construction of the Smart Water Research Facility funded under the Queensland Government’s Smart State Innovation Building Fund. Griffith and two other Queensland universities have received $3 million in research funding from CSIRO through its Flagship Collaboration Fund to help South-East Queenslanders adapt to life in a changing climate.

Griffith has also been awarded $350,000 in funding by the Australian Research Council for a National Hydrogen Material Research Facility that will contribute to climate change adaptation through research into novel ways of supplying clean and sustainable energy via hydrogen technology. This state-of-the-art multi-disciplinary facility will research the development of advanced materials for hydrogen production using solar energy, hydrogen storage, hydrogen distribution and hydrogen fuel cells to generate electricity.

The new research facility and headquarters of the Eskitis Institute for Cell and Molecular Therapies was formally opened by the Premier of Queensland, the Honourable Anna Bligh MLA, in May 2008. The Eskitis Institute is also home to the National Centre for Adult Stem Cell Research (NCASCR) and the Queensland Compound Library (QCL). The $18 million complex was jointly funded by the Queensland Government’s Smart State program and Griffith University and will facilitate cutting-edge research into serious human conditions such as...
neurodegeneration, inflammatory disease, cancer, spinal paralysis, and Parkinson's disease as well as neglected diseases such as malaria and African sleeping sickness. The new building and adjacent existing research facilities will bring together all the Institute's research staff and students and the country's fastest natural product screening facilities under one roof.

The National Centre for Adult Stem Cell Research has already received international attention for its pioneering work growing adult nasal stem cells in the laboratory into cell types from many different parts of the body, including heart, muscle, liver, kidney and blood.

The Queensland Compound Library is a unique national resource that was also made possible with assistance from the Queensland Government's Smart State program. The QCL is a central repository of small molecular weight compounds to facilitate biological evaluation. It is uniquely positioned to synergise interactions between the nation's chemical and biological research communities, and their international colleagues.

The Eskitis Institute also includes the only Queensland-based node of the $148 million Cancer Therapeutics Cooperative Research Centre, a nationally funded cancer research partnership providing leadership in discovery of new anti-cancer drugs.

Griffith University, in partnership with James Cook University (project leader), Queensland Institute of Medical Research, and Queensland University of Technology, has received funding of $19.45 million through the Smart State Innovation Building Fund (SSIBF) in 2008 to develop a facility in support of the Queensland Tropical Health Alliance (QTHA). The QTHA offers a united research capability directed at Queensland's tropical health priorities including Dengue fever and emerging tropical diseases which are potential biosecurity threats. The focus will be on developing drugs and vaccines targeted at mosquito and other vector-borne infectious diseases.

SSIBF funds will also enable extension of the storage capacity of the Queensland Compound Library and outfitting of a 100 m2 PC3 laboratory specialised for robotic screening.

The Institute for Glycomics will receive funding to construct and fit out a 350m2 animal facility to support animal models of disease using infectious organisms. Griffith will receive $2.3 million of the total funds allocated to the QTHA.

strong results were registered in the major national competitive research grants programs of the ARC and the National Health and Medical Research Council (NHMRC) with 28 projects led by Griffith researchers successful in securing more than $19.4 million in research funding from the ARC Discovery and Linkage rounds and the NHMRC. With 25 ARC grants across the Discovery and Linkage Programs, Griffith was the top achiever in the Innovative Research Universities Australia along with the University of Newcastle. In 2008 Griffith leapt to second in Queensland for total ARC funding (Discovery and Linkage).

Griffith was awarded 17 Discovery grants amounting to $5.46 million with a success rate of 16.5%. The University was placed in 12th position nationally for numbers of successful grants—up one position from 2007. Projects approved for funding were well spread across the University in the fields of microbiology; theoretical and condensed matter physics; public health; organic chemistry; education studies; biochemistry and cell biology; demography; policy and administration; law enforcement; political science; justice and legal studies; biotechnology; business and management; optical physics, and materials engineering.

Projects funded under the Discovery program include an award of $780 000 to researchers in the Eskits Institute for research into the causes of pancreatic cancer—the fourth leading cause of cancer death in Australia which currently has a 5-year survival rate of just five%. Researchers in the National Centre for Adult Stem Cell Research were also successful with $252 000 awarded to increase understanding of how nerve cells develop and regenerate after injury. Griffith's strength in Asian studies and criminology has been recognised with a $638 000 grant to research the problems posed to Australia by drug trafficking in and out of China, enhancing Australia's ability to engage with and respond to key issues in law and human rights in the region.

Other successful projects ranged from research aimed at ensuring migratory fish species have access to healthy marine environments, through to efforts to develop policies and programs to enhance cultural experience and to improve the quality of life for Australians living in regional and rural areas. Researchers in the School of Medical Science on the Gold Coast campus also received $1.4 million from the NHMRC and the Cancer Council Queensland to undertake bone cell research.

Griffith was awarded eight Linkage grants in the most recent round (October 2008) amounting to $2.78 million in ARC funding, matched by almost $4.3 million in industry partner contributions. The University was placed at 9th nationally for total ARC funding and in equal 8th position for number of awards for the Linkage program. The University's success rate of 61.5% far exceeded the national average of 49.4% and was the highest of any university in Queensland. The Queensland Conservatorium Research Centre was awarded the second largest arts grant in ARC history to investigate the sustainability of world musical cultures with outstanding international partners including the International Music Council, Music Council of Australia and Lund University.

In terms of the dollars awarded for NHMRC grants in 2008, Griffith was ranked in 15th position ($3.29 million) nationally (out of a total of 34 universities) and 30th out of the total 53 institutions (including hospitals and health and medical research institutes).

The Griffith Institute for Health and Medical Research, bringing together the research
Outlook

Griffith is well-positioned to move forward as a research intensive university. A renewed focus on research quality and the growth of a culture of research excellence has set the University on the right path. Griffith now has a distinctive research profile and its commitment to its areas of strategic investment will support its aspiration to be a research-intensive university with world-leading areas of research excellence. The University will continue to support these research goals and further develop its quality profile over the next five years.

The University responded to a number of significant developments in Australian Government research policy during 2008. University responses were prepared to a wide range of documents including the following:

- **Excellence in Research for Australia (ERA) Australian Research Council**
- **Review of Australian Higher Education (the Bradley Review)—Final Report, Commonwealth Government panel chaired by Professor Denise Bradley**
- **Building Australia’s Research Capacity, released by the House of Representative’s Standing Committee on Industry, Science and Innovation**
- **Review of the National Innovation System (the Cutler Review) Venturous Australia—Building Strength in Innovation, Commonwealth Government panel chaired by Dr Terry Cutler**
- **Strategic Roadmap for Australian Research Infrastructure, Review of the National Collaborative Research Infrastructure Strategy (NCRIS), Department of Innovation, Industry, Science and Research**
- **Collaborating to a Purpose, Review of the Cooperative Research Centres Program, Report to the Department of Innovation, Industry, Science and Research panel chaired by Professor Mary O’Kane.**

These government policies, reviews and discussion papers have the potential to drive significant changes to university research agendas. The University will continue to monitor and respond to these in 2009.

New opportunities for research funding in the next few years include the Queensland Government’s Smart State Strategy for 2008 to 2012, including $33.3 million for Innovation Skills and Projects Funds and $25 million for a Health and Medical Research Program. The University is also increasingly looking to overseas funding bodies including the US-based National Institutes of Health which bring not only potentially large project funding but also a high level of prestige and new opportunities for international collaborations.

Within this dynamic context, the years ahead look set to continue to offer challenges and opportunities to build on Griffith’s research achievements and grow its national and international reputation for leading research in key areas of study. The Strategic Plan 2009–2013 sets out a road map for Griffith’s response to these challenges and opportunities over the next five years. The new Griffith Research Plan 2009–2013 supports the Strategic Plan in identifying detailed strategies for the development of excellence in research.

Director of the National Centre for Adult Stem Cell Research, Professor Alan Mackay-Sim, and his research team are looking to develop treatments for Parkinson’s disease.
Performance: Learning

Learning

In 2008, the significance of the University's previous work was acknowledged by outside bodies. National examples include the commendations in the Australian Universities Quality Agency (AUQA) Audit Report, and the results in awards and grants made by the Australian Learning and Teaching Council. Internationally, the accreditation of the Business Group's activity by the Association to Advance Collegiate Schools of Business (AACSB) is an excellent example. These represent external validation of the quality of what Griffith is achieving. Details of these achievements are elsewhere in this report.

Comprehensive

Goal

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

For 2008, all universities experienced a difficult offer round, due to lower demand. Against the background of a decrease of 2.1% in overall applications for universities, Griffith had a satisfying outcome. We increased first preferences by 6.47% and total preferences by 6.04%. Nearly 8900 offers were made, with 47.6% to current 2007 Queensland Year 12 students and 52.2% to other applicants. In the majority of programs, Griffith was able to either maintain or improve its cut-off scores.

2008 saw a strong growth of 19% in international students enrolling at Griffith, bringing us close to the target of 25% international student load. The University continues to work on enhancing the student experience at Griffith University for international students.

Griffith places strong emphasis on its social justice and equity objectives through partnerships with TAFE institutes in our region. Since 2000, the University has provided credit recognition towards degree programs for over 5000 TAFE students. In 2008 alone, over 750 students were awarded credit transfer on the basis of TAFE studies, an increase of 14% on 2007.

At Logan, the Bachelor of Commerce (Professional) program was offered in Financial Planning and Accounting to meet the needs of the industry and students. In accelerated mode, the program offers students study over trimesters, part-time industry internships, and numerous professional development initiatives.

A number of new Griffith postgraduate programs offered through Open Universities Australia (OUA) contributed to a 60% increase in postgraduate OUA enrolments. New programs covered Communication, Criminology and Criminal Justice, and Philosophical Studies. Enrolments in Griffith’s OUA undergraduate units continued to grow with an increase of 20% over the previous year.

In December, Griffith celebrated several outcomes that have been years in the making. The first medical doctors graduated from the Gold Coast program which involved local training. Five years ago the first new dental school in Australia in close to 60 years was established at the Gold Coast, and the December graduations included dentists, oral health therapists and dental technologists. These innovative programs, taught in purpose-built facilities, are making a significant and ongoing contribution to redressing chronic shortages in the health professions.

Excellent

Goal

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

2008 was a good year overall for Griffith in the awards and grants announced by the Australian Learning and Teaching Council (ALTC). Griffith ranked equal fourth place in citations and overall award numbers, and was one of only eight universities to be awarded a fellowship, won by Professor Ross Guest. Associate Professor Alf Lizzio won an award for Teaching Excellence in the Social Sciences category. There were three awards for project grants, awarded to Health Group academic staff, which yielded 18% of the funds awarded for leadership projects. Griffith was also awarded the third grant in ALTC’s Leadership for Excellence scheme.

In addition to the ‘Celebrating Teaching’ gala evenings at Brisbane and Gold Coast in March, the University’s inaugural Celebrating Teaching Excellence Week was held in November. The Blended Learning Showcase and the First Year Advisor Showcase highlighted good practice and initiatives across the University. Many faculties and groups combined professional development with celebratory functions, and offered activities across Gold Coast, Logan, Mt Gravatt and Nathan campuses. The University made Griffith Awards for Excellence in Teaching to 16 academic staff, and recognised another 23 individuals and one course team in the faculty citations.

Griffith University staff, students, alumni and affiliates won seven awards at the 2008 Queensland Education and Training International Awards for Excellence (QETI), including the Queensland Education and Training Award for outstanding innovation and export achievement in the field of education and training services, expertise and curriculum.

The Griffith Business School was awarded a prestigious international accreditation and Griffith is only the fifth university in Australia to receive accreditation for all its business programs from the leading international business education accreditation body, the Association to Advance Collegiate Schools of Business (AACSB). Achieving accreditation can take several years of rigorous internal review, evaluation, and adjustment to meet the 21 AACSB standards. Accounting accreditation requires the satisfaction of an additional 15 standards specific to the discipline. This accreditation means the Griffith Business School becomes part of an elite group of less than 5% of the world’s business schools that have earned business and/or accounting accreditation. Success
in accreditation will greatly assist student and staff recruitment and partnership development.

The University’s Master of Business Administration (MBA) received a five-star rating for the seventh year in a row, based on staff and student quality, links with industry and overseas schools, curriculum, facilities, and graduate outcomes. The Graduate Management Association of Australia (GMAA) in 2008 awarded Griffith’s International MBA the same five-star honours, in only its second year featured in the ratings. Griffith is the only Queensland university to consistently receive five stars and one of only two universities nationally to achieve this feat. This achievement affirms the hard work by staff to keep the courses relevant to industry and student needs.

The ‘Up and Running’ orientation activities were offered in a much more coordinated way at school or program level, by central offices and institutionally. The activities helped to connect students with their study programs, support services, staff, and with other students. Special pre-orientation sessions supported international, Indigenous and low socioeconomic students, while topics such as academic skills and financial preparation were offered to a wider student audience.

The University is committed to a cycle of continuous review and improvement to improve the quality of learning and teaching experience. This year, a review of the student evaluation of teaching and of courses recommended actions to improve the survey instruments, moderate the frequency of surveys, increase the response rate, and to refine the administrative processes.

2008 saw the trial of a new Academic Integrity Framework in three elements in Semester 1 and then University-wide in Semester 2. The new processes are centrally administered by an academic integrity manager who maintains records of all the cases and supports academic staff in their use of the processes. In 2008, a total of 370 cases were handled under the new processes resulting in only three appeals to the University Appeals Committee. To support staff and students, websites and an academic integrity tutorial have been developed for use in 2009.

Distinctive

Goal

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

The Internationalisation Strategy is central to improving the learning experience and outcomes for international students, to broadening the international experience of domestic students, and to shaping quality learning in off-shore operations.

• To internationalise the learning experience for domestic students, the current Student Exchange Program will be expanded, with the aid of an allocation of $600 000.

• Through the Transnational Education Strategy, Griffith staff operating offshore will be better prepared by an extensive checklist for procedures pre-departure, on arrival at the offshore destination, and on return to home campus.

• An online audit tool forms part of the annual program monitoring process, to enable the University to monitor the content of its curricula relating to internationalisation.

• A Griffith Learning and Teaching Grant for two years seeks to embed internationalisation in the curriculum.

The project outcomes to date include a toolkit of resources that can be used in professional development and curriculum planning. This is part of the wider goals that Griffith graduates have the skills, knowledge and attitudes necessary to prepare them to be global citizens.

The work-integrated learning (WIL) project used integrated staff development to raise awareness of WIL in curricula, and to provide a cross-disciplinary basis for defining, measuring and assuring the quality of WIL. Components included professional development modules, a showcase symposium, an active community of practice, and an independent website.

The University hosted a two-day IRU Australia ‘Leadership in Learning and Teaching’ forum, to exchange information about WIL and develop collaborations across member universities. Delegates from each of the six IRU Australia universities included up to 10 representatives from selected disciplines. With input from government, industry and student representatives, project findings, and the ALTC, participants identified issues and developed an action plan that includes two ALTC Priority Projects Program applications for the 2009 round.

The University’s reconciliation agenda includes a goal that all Griffith undergraduate students will be offered relevant, discipline-specific curriculum and assessment in Indigenous studies and perspectives. One of the distinctive features is collaboration with local traditional custodial elders and communities which recognise the cultural custodianship and expertise of our Aboriginal and Torres Strait Islander First Peoples, and establishes a valued working partnership between local communities and the University.
The two committees which oversee and provide working details for this initiative have adopted a partnership approach with the membership and leadership of both groups shared between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander elders and academic staff. The committees’ activities are part of the wider brief of the Aboriginal and Torres Strait Islander Advisory Committee and of the University’s Academic Committee.

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

Graduate outcomes, tracked by the University performance indicator of ‘Graduate Success’, showed an increase of more than 11% on the number of programs above the national average for the most recent 2007 data. Griffith programs in the top 30% nationally rose by 5%.

The Careers and Employment Service (CES) continued to support programs and events which strengthen graduate employment:

• The Recruitment and Careers Fairs at Nathan and Gold Coast campuses were the biggest ever staged at Griffith. The 130 exhibitors included major companies, professional associations, and recruitment firms for overseas opportunities.
• The International Careers Fair 2008 was the third year of the collaboration between Griffith, The University of Queensland and the Queensland University of Technology to give students access to a range of international companies and government organisations.
• The CES conducted well attended job search seminars for final year students and graduates. These seminars used a new delivery model favouring the early part of each semester when students appear more responsive.
• In 2008, the online CareerBoard facility promoted 3700 degree-related vacancies to students and graduates. The service was extended to include vacancies for experienced graduates, who re-engage with the University seeking additional opportunities, or return from employment and other overseas assignments.
• A record number of participants took part in the Industry Mentoring Program with 225 students matched with industry mentors. The program received national recognition in 2008 with the award of a Citation from the ALTC for its contribution to student learning, career development and University–industry partnerships. Many universities are modelling new initiatives on Griffith’s leading program.
• As part of the rollout of career development embedded into academic programs, almost all first year students from the Griffith Business School took a compulsory, assessable module as part of their program. The module, Career Focus, was also offered to first year students in the revised Bachelor of Arts.
• Green Steps, a program for students conducted by the Careers and Employment Service in conjunction with the Sustainability Institute and the Australian Greenhouse Office, educates students in sustainability and supports sustainable practices in industry. The success of pilot programs conducted in 2007 and 2008 has meant that, in 2009, the program will be taken over and coordinated by the SEET Group, who have knowledge and expertise in this area.

The Bachelor of Commerce (Professional) program provides internships so students have the opportunity to work in industry, are work ready and have earlier access to employment opportunities. Four interns will commence in January 2009, in Griffith’s own Office of Finance and Business Services, on two-year paid employment contracts.
Cadetships are available each year to Indigenous students undertaking university study, across a wide range of disciplines, under the National Indigenous Cadetship Placement (NICP). The number of cadets has increased from the pilot group of 31 in 2003 to 160 in 2008. Griffith is the only Australian university to have been awarded four subsequent federal funding contracts, and is the only Queensland university to retain its NICP facilitator. Another component of Griffith’s success in cadet and graduate placements is its successful tender to become a preferred employment service provider under the Department of Education, Employment and Workplace Relations’ Structured Training and Employment Projects and Related Projects.

The English Language Enhancement Strategy aims to increase the English language skill preparation of commencing international students. Students who meet the University’s entry criteria, but who would benefit from enhancement of their English language skills, will participate in a for-credit English subject in their first semester of study. The strategy will also include a doubling of EnglishHELP language workshops, e-tutorials, and the immersion experience ‘Student Linx’, which promotes social activities involving domestic Australian and international students. Close to graduation, international students will then be encouraged and supported to complete the IELTS test, the results of which are highly regarded in the employment market.

**Outlook**

During 2009, the Deputy Vice Chancellor (Academic) will be redesignated Senior Deputy Vice Chancellor (Senior DVC), with a reallocation of portfolio responsibilities. Primarily there is a need for sharper accountabilities and reporting lines for undergraduate and postgraduate coursework programs. The recruitment phase for domestic students in these ‘taught programs’, and the overall shape of the academic offerings will be the responsibilities of the Senior DVC. The Pro Vice Chancellor (Learning and Student Outcomes) will be redesignated as Pro Vice Chancellor (Quality and Student Outcomes), and will take responsibility for the delivery phase of taught programs. In addition, the Senior DVC will become responsible for campus planning to establish propositions for differentiated campuses.

The University’s discipline profile will be enhanced by architecture, offered as Urban Design at the Gold Coast campus. The new program for 2010 will focus on the subtropical/tropical climate and sustainability in terms of water and energy, and will blend design expertise with political, social and engineering perspectives.

Learning spaces will be enhanced by a new science and engineering building on the Gold Coast campus, due for completion at the end of 2009. A major refurbishment program for teaching venues at Nathan campus will include specific lecture theatres in Environment 1 and 2, Science 1, Northern Theatres, Health Sciences and Macrossan buildings. In addition, biomolecular laboratories in Science 2 will be significantly upgraded to meet PC2 compliance and Australian Quarantine and Inspection Service certification.

The University has implemented a new online program management system and expects this will deliver a comprehensive and integrated approach to program design, development, approval and review. It has the capacity to store comprehensive program history, is integrated with other systems, and automates publication of approved program structures and supporting information to the program catalogue.
Performance: Staff

Staff

Recruitment and retention

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

During 2008 the University consolidated its focus on recruitment processes designed to result in high quality outcomes. To streamline the advertising process and to attract a wider employment pool a contract was entered into with SEEK to advertise all positions on the Internet. Academic managers’ meetings focused specifically on recruitment and retention of high quality staff.

Key senior roles were filled in the Health Group and Griffith Business School to support the University’s strategic initiatives in these areas. A new Pro-Vice Chancellor in the Division of Information Services was appointed as was a new director to support the work of the Office of Commercialisation.

A high performance organisation

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

Staff development activities throughout 2008 continued to place emphasis on leadership and management development, through a number of different programs. The introduction of a series of activities to promote greater understanding of effective leadership practices as well as ongoing forums for deans and academic managers enabled a comprehensive focus on the need to lead organisational culture and performance. A revised academic staff review process, enabling the identification and recognition of high performing staff, was implemented for the 2008 review process.

Sixty-one academic staff were promoted, including several staff promoted on research only, reflecting the implementation of a new policy to enable recognition of such staff.

Staff diversity

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

Groups within the University continued to work towards the achievement of a profile that reflects appropriate gender representation at all levels and in all areas, and is well within the achievement of targets set in the Equity and Diversity Plan. The University again received the Employer of Choice for Women citation from the Equal Opportunity for Women in the Workplace Agency, an award it has received in consecutive years since its inception in 2000. Griffith is one of only 17 organisations nationally to have achieved this. The University established an Indigenous Australian Academics research network to promote the work of existing staff, and to encourage graduate students in their research endeavours. One Indigenous staff member received a Commonwealth Indigenous Staff Scholarship, continuing a four-year pattern for Griffith’s Indigenous staff.

In attendance at the launch of the Asia-Pacific Centre for Franchise Excellence: Murray d’Almeida (Barter Card and first sponsor), Professor Michael Powell (PVC Business), Professor Lorelle Frazer (APCFE Director), Jason Gehrke (Franchise Advisory Centre Director), John O’Brien (Franchise Council of Australia Chairman).
Performance: **Students**

**Students**

**Student quality**

**Goal**

To improve the quality of the student body.

In an increasingly competitive higher education environment and with limited resources, Griffith uses three institutional strategies to improve our attractiveness to high-achieving students (those attaining OP scores from 1 to 8).

Griffith Connect Valued Partners program has grown in 2½ years to 93 schools in the University’s catchment area, and longitudinal data show that the percentage of OP1 and OP1–8 from the partner schools is considerably higher than for non-partner schools. In October’s preparation for 2009, the QTAC first preferences registered a marginal decline across the partner schools. Interaction with schools includes University ‘Experience Days’ in which approximately 800 students from these schools participated. Partner schools are also given preferences in the Sir Samuel Griffith Scholarships scheme, and 43 scholarships were awarded from 142 applicants. A further 57 students were offered early guaranteed admission into their first preference program, with a $500 bursary. The Griffith Connect Equity Scholarship scheme made offers to 65 students across 36 of the partner schools. Another benefit to partner schools lies in Professional Development Scholarships for teachers. From 43 applications, five scholarships, each worth $5000, were offered to staff from partner schools.

The Griffith Honours College experience was created to allow students to reach their full potential and to differentiate them from their peers upon graduation, by participating in enriching experiences in conjunction with their studies. In 2008, the College opened its doors to 137 undergraduate students.

This virtual college is advised by academics volunteering their services as members of the virtual faculty, while other academics support the College through the mentoring scheme. Student Services were also involved in orientation activities regarding mentoring and support. To date the College has maintained 99.8% retention. Selection included academic merit, personal qualities, leadership and community service. In November 2008, the virtual faculty agreed that continuing students with a cumulative grade point average (GPA) of 6.5 and above will be eligible to apply to become members of the College. International students who meet the criterion will be assessed on a case-by-case basis.

Applications for Sir Samuel Griffith Scholarships for 2008 showed a 30% increase, attributed to the Griffith Connect and Griffith Honours College activities. The Honours College seeks students in the OP1–6 range and this band showed a 22% increase in applications for Sir Samuel Griffith Scholarships. The retention rate of these scholarship holders for 2007–08 was 97.5% and these students demonstrated their academic strength with an average GPA of 5.97.

Griffith has established a strong and close relationship with Education Queensland’s Queensland Academy for Health Sciences (QAHS), which opened on the Gold Coast in January 2008 for high-achieving students in Years 10 and 11. The Health Group has agreed on the credit arrangement for the Health Foundation Year, and specified the levels of achievement in International Baccalaureate studies. To satisfy the requirements students will also complete the newly established Certificate in Health Studies. Griffith maintains strong contact with QAHS through academic presentations to their students, attendance at Griffith’s research seminars, mentoring, and sharing of facilities, including wireless access in the Griffith library.

Throughout 2008, the Science, Environment, Engineering and Technology Group conducted an extensive and innovative range of outreach activities, engaging teachers and students across the Gold Coast–Brisbane corridor. Activities are coordinated through the Griffith Science Education Alliance, a collaboration between Griffith University, Education Queensland, the Science Teachers Association of Queensland and Gold Coast Water, which incorporates Science on the GO!, an initiative of an alliance between Griffith University and Education Queensland. Events range from school science shows, science camps, professional development, on-campus laboratory experiences and workshops. Throughout outreach activities conducted in 2008, 30 000 students and 1200 teachers across 42 schools were engaged within the group.

Social work graduate Leanne Daley and environment graduate Margit Sycamore were the first students to wear Indigenous-themed stoles, designed by a Griffith Indigenous student and staff member.
Student diversity

Goal
To expand the diversity of the student body.

The Equity and Diversity Plan 2007–2010 focuses on improving outcomes for low socioeconomic status, Indigenous Australian, non-English speaking background students, and students with a disability.

The University’s revised Disability Action Plan 2007–2011 was approved by University Council after extensive consultation with stakeholders, and implementation is in progress.

Specific initiatives for 2008 included:

- Completion of the external review of the effectiveness of Griffith’s low SES strategies, to develop a framework for access and support
- Signing of a Memorandum of Agreement with The Smith Family (TSF) to reach, attract and support low socioeconomic status students by providing TSF Learning for Life students with coordinated access to support arrangements
- Development of a new Griffith website, ‘Aboriginal and 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
- Analysis of the Griffith data from the national Student Finances Survey 2006 to identify local issues and inform planning for financial assistance initiatives
- Development and production of culturally distinctive graduation stoles for Aboriginal and Torres Strait Islander students to wear as part of their academic dress. The December graduations marked the first appearance of Griffith’s graduation stoles, coincidental with the graduation of Griffith’s first Indigenous medical student and first two Indigenous graduates in social work.
- The GUMURRII Student Support Unit reported an increase of 0.7% in student numbers to reach 1.9% of the student population. The student success rate also improved with 81.5% of students, who receive assistance through the Indigenous Tutorial Assistance Scheme, passing their units of study. This represents an increase of 10.1% over 2007 figures and 22.8% since 2006.
- Proactive development of scholarship initiatives, especially for Indigenous students, including ZONTA sponsorship, revised arrangements for the Patience Thoms (Honours) Scholarships scheme and successful bids for new categories of Commonwealth Scholarships
- Production of Griffith, an aspirational and informative resource for Year 10 students in Uni-Reach schools
- Successful delivery of the Mata I Luga outreach program into a local secondary school, encouraging Pacific Islander student aspirations for university study.

Griffith continued to deliver an established suite of outreach, pathways, financial, transition and other specialised support programs to disadvantaged students. These included Uni–Reach, Alternative Entry, the Uni–Start Equity Admissions and Scholarships Scheme, Uni–Key Transition Support Program, and the Chancellor’s Scholarship Scheme.

Students continue to be trained and deployed to assist other students through Student Services’ Notetaking Program. In 2008, 198 commencing students took part in the training and, across all years, 45 students are now currently assisting 24 students with disabilities across 52 courses.

Physiotherapy students including spokesperson Sommer Tuson (centre) rode from Surfers Paradise to Sydney to raise money for cystic fibrosis research at Griffith University.
Funding

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

Commitment 1:
Aligning financial resources with key activities and goals
Groups and support elements are required to produce and report on operational plans, budget principles and on budgets consistent with the achievement of the key performance indicators. A target of five per cent of the University’s total operating fund has been set to be allocated to the Vice Chancellor’s strategic development fund.

Commitment 2:
Efficient use of existing resources
The University will continue to streamline its administrative and support processes (Project Streamline) enabling staff to focus more effectively on pursuing the University’s core objectives. All areas of the University are required to review their expenditure with a view to identifying savings that can be re-allocated to achieve the University’s strategic objectives. Each group explicitly sets aside a proportion of its budget for strategic initiatives.

Commitment 3:
Expanding the resource base
The University’s overall objective is to increase its total income and to diversify its sources of funding at every level, especially the proportion of funds obtained from sources other than Commonwealth funding for student load. Resources can be increased from five sources:

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

Logan Mayor Pam Parker and Chancellor Leneen Forde cutting the cake at the 10th Anniversary celebrations for Logan campus.
Performance: Physical facilities and information resources

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

Research space and facilities
Commitment 1:
Review allocation and management of research space and facilities to determine how to best align them with achieving the University’s research goals.

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

Campus Enhancement Scoping Project
Commitment 2:
Undertake a Campus Enhancement Scoping Project to identify future options for campus developments and its financing.

A precinct scoping study encompassing the Nathan and Mt Gravatt campuses and surrounding areas was commissioned and conducted by Michael Rayner of Cox Rayner Architects. The scoping study outcomes were presented to the December 2008 meeting of Council.

Capital Management Plan
Commitment 3:


Electronic infrastructure
Commitment 4:
Review the Electronic Infrastructure Capital Plan on an annual basis to reflect changing priorities and accommodate emerging technologies.

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

The Gold Coast campus library underwent a major refurbishment in 2008.
Organisational reviews

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

During 2008, the Department of Marketing and the Department of Management in the Griffith Business School were reviewed under the faculty review process. The purpose of faculty reviews is to improve the academic planning and performance of faculties through a continuing cycle of self-assessment, benchmarking, critical reflection, forward planning and internal/external peer review.

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

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

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

Areas reviewed are required to present 12- and 18-month progress reports for submission to Executive Group, Academic Committee and University Council. In 2008, University Council received six 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 Administration and Audit Act 1977, Financial Management Standard 1997 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, prepared in terms of compliance with legislation and University policy, the Audit Committee assesses the audit report findings and relevant management responses, and advises the University Council, as appropriate. The Audit Committee 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 key strategic risks were reviewed during the year and were confirmed as still relevant. The Risk Management Action Plan was reviewed and updated. In addition, University Council adopted a new Business Continuity Framework.

Health and safety

The highlights of the year have been:

- Report and recommendations from Executive Group Health and Safety Taskforce—implementation in progress
- Workers’ compensation premium as a percentage of wages reduced by 30% to 0.19%, the lowest since 2002
- Health and Safety Operational Unit provided technical as well as health and safety support to academic groups
- All online health and safety courses reviewed and updated, new online courses in Advanced Health and Safety are in development
- Online laboratory induction for students implemented in the Science, Environment, Engineering and Technology Group, to be extended to the Health Group in 2009
Two successful health and safety forums
Health and safety promotions to coincide with Fire Safety Awareness Week and Safe Work Week
Free ‘flu vaccinations administered to 1183 staff

Information privacy
In 2002, the Queensland Government approved new information standards for collecting and managing personal information in the Queensland public sector and in certain statutory bodies and government-owned corporations. In accordance with Information Standard No. 42, Griffith developed a Privacy Plan for publication on the University’s website in 2002.

In line with previous practice, in 2008 the University reviewed and updated this plan and encouraged staff to familiarise themselves with the privacy website.

Freedom of Information
Section 108 of the Freedom of Information Act 1992 (FOI Act) requires the state government minister responsible for administering the FOI Act to prepare a 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-2008, the University reported on the number of FOI applications received by it between 1 July 2007 and 30 June 2008. During that period, the University received nine (9) applications to access University documents under the FOI Act. Six (6) applications concerned the personal affairs of the applicants, and three (3) applications were non-personal applications. By way of comparison, the University’s 2006–07 report recorded that it received five (5) personal applications and six (6) non-personal applications to access documents under the FOI Act between 1 July 2006 and 30 June 2007.

Whistleblowers disclosures
Under the Whistleblowers Protection Act 1994, Griffith University must report annually (as an inclusion in its Annual Report) on the number of disclosures.
made in accordance with the Act and the number of disclosures verified. In 2008, one disclosure was made. The disclosure has yet to be verified.

**Griffith Medical Research Institute**

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

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

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

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

The University has determined that the company is no longer required. It will be deregistered in 2009.

**Sano Seno Pty Ltd**

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

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

Sano Seno Pty Ltd was established to develop and commercialise a new approach for the treatment of breast cancer. The technology, which has been developed by Griffith University scientist, Dr Derek Kennedy, provides a path to detecting breast cancers which are at most risk of becoming aggressive and triaging them appropriately.

The technology is at an early stage of development and a key objective of the company will be to raise significant additional capital to take the technology to the market.

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

The Directors’ report for 2008 has determined that the company’s research and development activities in 2008 have not successfully achieved the required key milestones: All business activity has therefore ceased and the Directors intend having the company wound up in 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 uses 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.

A major upgrade of the student, human resource and payroll systems was implemented during 2008.
Financial summary

Overall result
Despite the difficult financial climate currently being experienced in the economy, the financial performance of the University in 2008 was again very sound with a significant operating surplus and a solid balance sheet. There was also an improved cash flow from operating activities to help meet future strategic initiatives and capital funding requirements.

The significant net operating result surplus of $101.2m in 2008 is considerably higher than the $57.6m operating result surplus recorded for 2007. This is partly due to the accounting standard requirements relating to University grant funds that require unspent non-reciprocal classified funding for specified projects and capital purposes to be treated as revenue on receipt of the funding. Much of the surplus is therefore unspent funding earmarked for specified research activities or capital projects, which will impact expenditure in future years.

Total revenue increased by $91.7m (17.2%) from $532.9m to $624.6m. The main reason for the increase is an additional $48.5m from Australian Government grants, which include unspent capital funding from the Better Universities Renewal Fund, additional base funding to cover increased student numbers, funding for specific research activities (linkage grants, climate change and stem cell), and an increase of $14.9m in HECS-HELP/FEE-HELP student loan contributions. There was also an increase of $17.8m in student fees and charges, mainly due to a higher number of fee-paying overseas students. Total expenditure increased by $48m (10%) from $475.3m to $523.3m. The overall increase in expenditure is mainly due to increases in employee-related expenses of $30.2m, and other expenses of $21.1m (mainly scholarships, consultancy, subscriptions, overseas agents commission, staff development and travel).

The balance sheet reflects the continuing growth of the University with equity (net assets) increasing by $187.1m (17.9%) from $1,042.1m in 2007 to $1,229.2m in 2008. This is attributed to an increase in total assets of $217.2m (17.7%), offset by an increase in total liabilities of $30.1m (16.3%). The overall increase in assets this year is mainly due to significantly higher levels of cash and cash equivalents and the revaluation of land and buildings. The main reason for the increase in liabilities is the additional draw down on our loan facility to fund future capital expenditure and is reflected in the increase in non-current borrowings liability.

Short-term liquidity (ratio of current assets to current liabilities) increased to 2.36 in 2008 from 1.07 in 2007. 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 ($36m) of the current provisions of $53.2m (mainly employee entitlements for recreation and long service leave) would not expect to be settled within the next 12 months based on historical trends of staff leave balances.

The scope for growth in traditional income sources will depend on which recommendations contained in both the Bradley and Cutler reviews are accepted by the federal government. We will also continue to seek capital funding grants from the Education Investment Fund to maximise our share of this new revenue stream.

Sources of operating revenue
Overall federal government funding increased as a proportion of the University’s operating revenue while funding for core operating purposes as a percentage of total revenue declined. Direct grants of $251.3m ($202.7m in 2007) and student loan contributions through the Higher Education Contribution Scheme and FEE-HELP loan programmes of $112.3m ($97.4m in 2007), accounted for 58.2% (56.3% in 2007) of total operating revenue. Of the $251.3m direct federal grants received, only $160.1m or 25.6% of total operating revenue ($147.9m or 27.7% in 2007) was received for core operating purposes.

Overall revenue derived from non-government sources increased from $214.7m (40.3%) in 2007 to $239.9m (38.4%) in 2008, with income from student fees and charges of $157.1m ($139.3m in 2007) 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.

Capital funding
The University continued to invest significant resources in the capital development program, under which about $164.4m is committed to the expansion of buildings and infrastructure between 2009 and 2011. Of this, $38.4m will be expended on the Gold Coast campus, $35.5m on refurbishment of the Mt Gravatt and Nathan campuses, and $35.5m towards the installation of water saving...
2009 based on cash flow. It is expected that significant retained operational cash balances will be utilised throughout the year, but to some extent this will be offset by the increased drawings on the approved external debt that funds the capital program.

New developments
During 2008 the University confirmed its strategic investment direction with a total commitment of $40 million being allocated from the strategic development fund to eight areas of strength in research and teaching. The goal is for the University to attain world-class standing and a distinctive international profile in each area and for the funds to be utilised in the most strategic fashion to achieve this goal.

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

Capital funding requirements in the University have been augmented by $16.2 million in allocations from the federal government’s Better Universities Capital Fund in 2008. A further grant of $19.3 million from the federal government’s Teaching and Learning Capital Fund has been awarded in 2009.

Work is currently underway to redevelop the University’s Student Load Projection Model for use in the 2010–2012 budget process. In 2009 work will continue on a variety of projects funded through the federal government’s workplace productivity program. These include reviewing and increasing the efficiency of processes in the area of revenue collection from international students, utilisation of web and workflow-based tools for transaction processing, improvements to management reporting and a review of business models. As part of the ongoing Project Streamline initiative to continually review and streamline our business processes the University is currently implementing an expense management system to facilitate online review and acquittal of both purchase card and corporate card expenditure.

Future directions
The University continues to face an uncertain and competitive external environment. Future Commonwealth government funding will depend on which recommendations from the review of higher education (The Bradley Review) and the Innovation Review (The Cutler Review) are accepted and the level of funding allocated to universities. Consideration will also have to be given to the implications of the final shape of the new research assessment scheme Excellence in Research for Australia (ERA).

The government’s response to the reviews and the impacts on funding changes are expected to be contained in the May federal budget. With the impact of the global financial crisis playing a major part in the formulation of the budget it is likely that there will be limited capacity for the government to increase funding in the near term resulting in any increases expected to be staggered over several years.

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.

As a consequence of the uncertain external factors mentioned above, the ongoing competition for quality international students, and the increased cost pressures of both operating and capital requirements, the University continues to experience significant challenges in achieving its strategic objectives while maintaining a sound financial position. In formulating the 2010–2012 University budget the methodology currently used will again 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 2008

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Consolidated Balance Sheet
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Consolidated Cash Flow Statement

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7. Other revenue
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9. Depreciation and amortisation
10. Repairs and maintenance
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12. Other expenses
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14. Receivables
15. Other financial assets
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17. Intangible assets
18. Premium on leased property
19. Other non-financial assets
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25. Reserves and retained surplus
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31. Contingencies
32. Commitments
33. Superannuation commitments
34. Subsidiaries
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Independent Auditor’s Report
CERTIFICATE OF GRIFFITH UNIVERSITY

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

(a) the financial statements with other information and notes to and forming part thereof are in agreement with the accounts and records of Griffith University;

(b) in our opinion -

(i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;

(ii) the financial statements are prepared in accordance with applicable Accounting Standards and the Department of Education, Employment and Workplace Relations Guidelines and represent a true and fair view of the transactions of Griffith University for the period 1 January 2008 to 31 December 2008 and of the financial position as at 31 December 2008;

(iii) at the time of certification, there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;

(iv) the amount of Australian Government financial assistance expended during the year was used for the purpose for which it was provided;

(v) the University has complied with the applicable legislation, contracts, agreements and programme guidelines in incurring expenditure in respect of Australian Government financial assistance.

L FORDE AC
Chancellor

IO’CONNOR
Vice-Chancellor

R V SRINIVASAN
Director
Finance and Business Services
Financial statements for the year ended 31 December 2008

Consolidated Income Statement
for the year ended 31 December 2008

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008 $'000</th>
<th>2007 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from continuing operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian government financial assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Australian government grants</td>
<td>2</td>
<td>251,310</td>
</tr>
<tr>
<td>- HECS-HELP – Australian government payments</td>
<td>2</td>
<td>98,117</td>
</tr>
<tr>
<td>- FEE-HELP</td>
<td>2</td>
<td>14,138</td>
</tr>
<tr>
<td>State and local government financial assistance</td>
<td>3</td>
<td>21,103</td>
</tr>
<tr>
<td>HECS-HELP – student payments</td>
<td>2</td>
<td>1,125</td>
</tr>
<tr>
<td>Fees and charges</td>
<td>4</td>
<td>57,676</td>
</tr>
<tr>
<td>Investment income</td>
<td>5</td>
<td>532,965</td>
</tr>
<tr>
<td>Royalties, trademarks and licences</td>
<td>6</td>
<td>87,21</td>
</tr>
<tr>
<td>Consultancy and contracts</td>
<td>7</td>
<td>27,900</td>
</tr>
<tr>
<td>Other revenue</td>
<td>8</td>
<td>14,938</td>
</tr>
<tr>
<td>Total revenue from continuing operations</td>
<td>2</td>
<td>621,716</td>
</tr>
<tr>
<td>Gains/(losses) on disposal of assets</td>
<td>3</td>
<td>2,912</td>
</tr>
<tr>
<td>Total revenue and income from continuing operations</td>
<td>4</td>
<td>624,628</td>
</tr>
<tr>
<td>Expenses from continuing operations</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Employee related expenses</td>
<td>6</td>
<td>318,303</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>7</td>
<td>37,388</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>8</td>
<td>10,384</td>
</tr>
<tr>
<td>Finance costs</td>
<td>9</td>
<td>6,343</td>
</tr>
<tr>
<td>Impairment of assets</td>
<td>10</td>
<td>83</td>
</tr>
<tr>
<td>Other expenses</td>
<td>11</td>
<td>150,097</td>
</tr>
<tr>
<td>Total expenses from continuing operations</td>
<td>12</td>
<td>523,348</td>
</tr>
<tr>
<td>Operating result before tax</td>
<td>13</td>
<td>101,280</td>
</tr>
<tr>
<td>Tax expense</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Operating result from continuing operations</td>
<td>15</td>
<td>101,263</td>
</tr>
<tr>
<td>Operating result after tax for the year</td>
<td>16</td>
<td>101,263</td>
</tr>
</tbody>
</table>

Attributable to:
- Parent entity | 17 | 101,268 | 57,676 |
- Minority interest | (5) | (28) |
| Operating result after tax for the year | 18 | 101,263 | 57,648 |

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

www.griffith.edu.au
### Consolidated Balance Sheet as at 31 December 2008

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td></td>
</tr>
</tbody>
</table>

#### ASSETS

**Current assets**
- Cash and cash equivalents: 13, 212,133, 78,202
- Receivables: 14, 26,100, 28,588
- Inventories: 15, 1,131, 964
- Other financial assets: 16, 8,166, 10,271
- Other non-financial assets: 17, 7,019, 3,778
- Total current assets: 254,549, 121,803

**Non-current assets**
- Other financial assets: 18, 1,363, 1,303
- Property, plant and equipment: 19, 1,169,760, 1,085,564
- Intangible assets: 20, 11,663, 11,626
- Premium on leased property: 21, 6,920, 6,988
- Investments accounted for using the equity method: 22, 246, -
- Total non-current assets: 1,189,952, 1,105,481

**Total assets**
- 1,444,501, 1,227,284

#### LIABILITIES

**Current liabilities**
- Trade and other payables: 23, 11,722, 23,533
- Borrowings: 24, 14,205, 9,914
- Provisions: 25, 53,212, 47,593
- Other liabilities: 26, 28,644, 32,618
- Total current liabilities: 107,783, 113,658

**Non-current liabilities**
- Trade and other payables: 27, 286, 571
- Borrowings: 28, 98,206, 62,359
- Provisions: 29, 8,986, 8,520
- Total non-current liabilities: 107,478, 71,450

**Total liabilities**
- 215,261, 185,108

#### Net assets

- 1,229,240, 1,042,176

#### EQUITY

**Parent entity interest**
- General reserves: 30, 12,759, 15,843
- Asset revaluation reserve: 31, 634,645, 548,844
- Retained surplus: 32, 581,726, 477,379
- Total parent entity interest: 1,229,130, 1,042,066
- Minority interest: 33, 110, 110
- Total equity: 1,229,240, 1,042,176
Financial statements for the year ended 31 December 2008

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

Statement of Changes in Equity
For the year ended 31 December 2008

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008 ($000)</th>
<th>2007 ($000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total equity at the beginning of the financial year</td>
<td>1,042,176</td>
<td>900,946</td>
</tr>
<tr>
<td>Gain/(loss) on revaluation, net of tax, of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td>25</td>
<td>71,497</td>
</tr>
<tr>
<td>Infrastructure and other plant and equipment</td>
<td>25</td>
<td>5,793</td>
</tr>
<tr>
<td>Artworks</td>
<td>25</td>
<td>26</td>
</tr>
<tr>
<td>Land</td>
<td>25</td>
<td>8,485</td>
</tr>
<tr>
<td>Net income recognised directly in equity</td>
<td>85,801</td>
<td>83,472</td>
</tr>
<tr>
<td>Operating result for the year</td>
<td>101,263</td>
<td>57,648</td>
</tr>
<tr>
<td>Total recognised income and expense for the year</td>
<td>187,064</td>
<td>141,120</td>
</tr>
<tr>
<td>Minority interest</td>
<td>-</td>
<td>110</td>
</tr>
<tr>
<td>Total equity at the end of the financial year</td>
<td>1,229,240</td>
<td>1,042,176</td>
</tr>
</tbody>
</table>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.
Consolidated Cash Flow Statement
for the year ended 31 December 2008

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian government grants received</td>
<td>2(i)</td>
<td>358,207</td>
</tr>
<tr>
<td>State and local government grants received</td>
<td></td>
<td>17,787</td>
</tr>
<tr>
<td>HECS-HELP – student payments</td>
<td></td>
<td>14,332</td>
</tr>
<tr>
<td>Receipts from student fees and other customers</td>
<td></td>
<td>236,340</td>
</tr>
<tr>
<td>Dividends received</td>
<td></td>
<td>821</td>
</tr>
<tr>
<td>Interest received</td>
<td></td>
<td>10,602</td>
</tr>
<tr>
<td>GST recovered/paid</td>
<td></td>
<td>4,721</td>
</tr>
<tr>
<td>Payments to suppliers and employees (inclusive of goods and services tax)</td>
<td>(516,494)</td>
<td>(468,079)</td>
</tr>
<tr>
<td>Interest and other costs of finance</td>
<td></td>
<td>(5,686)</td>
</tr>
<tr>
<td>Income taxes paid</td>
<td></td>
<td>(17)</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) operating activities</strong></td>
<td>36</td>
<td>120,613</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of property, plant and equipment</td>
<td></td>
<td>1,297</td>
</tr>
<tr>
<td>Payments for property, plant and equipment and intangible assets</td>
<td></td>
<td>(36,734)</td>
</tr>
<tr>
<td>Proceeds from sale of financial assets</td>
<td></td>
<td>3,193</td>
</tr>
<tr>
<td>Repayment of loans by related parties</td>
<td></td>
<td>874</td>
</tr>
<tr>
<td>Payments for other financial assets</td>
<td></td>
<td>(505)</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) investing activities</strong></td>
<td></td>
<td>(31,875)</td>
</tr>
<tr>
<td><strong>Cash flows from financing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from borrowings</td>
<td></td>
<td>54,650</td>
</tr>
<tr>
<td>Repayment of borrowings</td>
<td></td>
<td>(11,582)</td>
</tr>
<tr>
<td>Equity contribution</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash provided by/(used in) financing activities</strong></td>
<td></td>
<td>43,068</td>
</tr>
<tr>
<td><strong>Net increase/(decrease) in cash and cash equivalents</strong></td>
<td>13</td>
<td>131,806</td>
</tr>
<tr>
<td>Cash or cash equivalents at the beginning of the financial year</td>
<td></td>
<td>88,473</td>
</tr>
<tr>
<td>Effects of exchange rate changes on cash and cash equivalents</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td><strong>Cash or cash equivalents at the end of the financial year</strong></td>
<td>13</td>
<td>220,299</td>
</tr>
</tbody>
</table>

The above Cash Flow Statement should be read in conjunction with the accompanying notes.
Financial statements for the year ended 31 December 2008

NOTE 1

Summary of significant accounting policies

Financial reporting framework

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

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

The format of the financial statements is consistent with the requirements of the Financial Statement Guidelines for Australian Higher Education Providers for the 2008 Reporting Period issued by the Department of Education, Employment and Workplace Relations.

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

Compliance with IFRS

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

Critical accounting estimates

University Management has made no judgements in the process of applying accounting policies that would have a significant impact on the amounts disclosed in the financial report, other than the normal operational judgements affecting depreciation, impairment and revaluation of assets as described in this Note.

Significant accounting policies

(a) Comparative figures

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

(b) Revenue recognition

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

Australian Government grants/Higher Education Trust Fund revenue

Grants are recognised as revenue when the University obtains control over the assets comprising the grants, unless conditions are attached to the grants. Control over granted assets would normally be obtained upon their receipt. The University received $162,212,000 in Better Universities Renewal Funding in 2008, which has been treated as revenue even though only $2,000 has been expended on the funded projects.

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.

(c) Cash and cash equivalents
Cash on hand and in banks and short-term deposits are stated at nominal value.

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

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

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

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

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

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

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

(f) Depreciation of property, plant and equipment
Items of property, plant and equipment, other than art collections and land, are depreciated over their estimated useful economic lives to the University using the straight-line method. The residual value and useful life of each asset category is reviewed annually, and adjusted if appropriate. A review of estimated useful life of general property, plant and equipment has resulted in a change to the depreciation rate for computers from 5 to 6 years. For each class of depreciable asset the following depreciation rates are used:

<table>
<thead>
<tr>
<th>Asset</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>5 to 80 years</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>4 to 80 years</td>
</tr>
<tr>
<td>Vehicles</td>
<td>2.5 to 7 years</td>
</tr>
<tr>
<td>General property, plant and equipment</td>
<td>5 to 10 years</td>
</tr>
</tbody>
</table>
(g) Recognition and measurement of property, plant and equipment

Acquisition
All assets acquired during the accounting period have been initially recognised at cost. Cost is the value of assets given as consideration plus costs incidental to acquisition including architect fees, engineering design fees and other costs incurred in getting the assets ready for use. Where control of such assets has been acquired other than by an exchange transaction 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 revaluations are performed on buildings every three years and on infrastructure every five years, or whenever a material variation in these assets is expected to have occurred. In the intervening years a University specialist performs revaluations of artworks and the heritage library collections, while desktop valuations are performed on land, buildings and infrastructure.

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

Buildings and infrastructure
With effect from 1 July 2008, building and infrastructure assets underwent a desktop valuation by Alfio Ponticello, BBusiness (RPVA), of Australia Pacific Valuers Pty Ltd, licensed property valuers. The gross value has been established utilising the current replacement value of a new asset with similar service potential and includes allowances for preliminaries and professional fees. In accordance with the requirements of the “Non-current Asset Policies for the Queensland Public Sector”, the accumulated depreciation has been restated to reflect the consumed or expired service potential, thus reporting the University’s building and infrastructure assets at Fair Value in accordance with the requirements of AASB116 Property, Plant and Equipment. The resultant change in Asset Revaluation Reserve is reported as part of Note 25(a) Reserves and retained surpluses.

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

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

Land
With effect from 1 July 2008, land underwent a desktop valuation by Alfio Ponticello, BBusiness (RPVA), of Australia Pacific Valuers Pty Ltd, licensed property valuers. The valuation was carried out on a market value basis and represents the estimated amount each property might reasonably be expected to realise in an exchange between willing and knowledgeable parties in an arms length transaction. The resultant change in Asset Revaluation Reserve is reported as part of Note 25(a) Reserves and retained surpluses.

The most recent comprehensive revaluation was completed with effect from 1 July 2006.
Art collection (Queensland College of Art)
All artworks contained in the collection were reviewed during 2008 by the University’s specialist, and where applicable, the replacement value of the collection was adjusted, with corresponding entry made to the Asset Revaluation Reserve. Artworks previously reported as part of the library collection were comprehensively revalued in 2005 by Bettina MacAulay of MacAulay Partners, a registered valuer under the Cultural Gifts Program of the Australian Government.

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

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

(h) Intangible assets

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

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

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

Capitalised development expenditure is stated at cost less accumulated amortisation and impairment losses recognised. Amortisation is calculated using the straight-line method to allocate the cost over the period of the expected benefit, which varies from 5 to 9 years.

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

(i) Trade and other payables
These amounts represent liabilities for goods and services provided to the University prior to the end of the Financial Year and which are unpaid. The amounts are unsecured and are normally paid within 30 days of recognition.
(j) **Borrowings**

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

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

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

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

If the University does not meet the criteria of the Smart State loans for any reason the borrowings are immediately repayable. However, as all conditions are expected to be met and the loans retained for their full term, no adjustment provision has been made in the accounts. The cost value of Smart State loans at balance date is $17,170,605.

(k) **Employee benefits**

**Long service leave**

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

**Recreation leave**

Recreation leave has been accrued for outstanding leave entitlements for all employees up to balance date, having regard to salary rates and on-costs as at 31 December 2008. 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 2008.

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 2009. The calculation is based on entitlements as at 31 December 2008.

**Employee benefit on-costs**

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

(l) **Foreign currency translations**

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

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

(n) **Leased assets**

The University does not have any finance leases.

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

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

(o) **Controlled entities, associates and interests in joint ventures**

**Subsidiaries**

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Griffith University as at 31 December 2008 and the results of all subsidiaries for the year then ended. Griffith University and its subsidiaries together are referred to in this financial report as the Group or consolidated entity.

Entities controlled by Griffith University during 2008, and forming part of the Griffith University Economic Reporting Entity are as follows:

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

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

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

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

**Associates**

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

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

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

**Joint Ventures**

The interest in a joint venture entity is accounted for in the consolidated financial statements using the equity method and is carried at cost by the parent entity. Under the equity method, the share of the profit or losses in the entity is recognised in the income statement, and the share of movements in reserves is recognised in reserves in the balance sheet. Details relating to the entity are set out in note 20.
Financial statements for the year ended 31 December 2008

(p) **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 Income Statement and Balance Sheet.

(q) **Taxation**

The activities of the University are exempt from Commonwealth taxation except for Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

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

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

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

(r) **Web site costs**

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

(s) **Provisions**

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

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

Provisions are measured at the present value of management’s best estimate of the expenditure required to settle the present obligation at the balance sheet date. 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.

(t) **New Accounting Standards and Interpretations**

Certain new Accounting Standards and Interpretations have been published that are not mandatory for 31 December 2008 reporting periods. The University has assessed their application to the 2009 financial report and has determined that they do not have a material impact.

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

2. **Australian Government financial assistance**  
   including HECS-HELP and other Australian Government loan programmes  

(a) **Commonwealth Grants Scheme and other grants**  
   - Commonwealth Grants Scheme 152,737 143,520  
   - Indigenous Support Fund 1,384 1,498  
   - Equity Support Programme 372 330  
   - Disability Support Programme 200 169  
   - Workplace Reform Programme 2,074 1,976  
   - Workplace Productivity Programme 390 1,600  
   - Learning and Teaching Performance Fund - 500  
   - Capital Development Pool 1,300 2,122  
   - Collaboration and Structural Reform Programme - 100  
   - Improving the Practical Component of Teacher Education Initiative 1,089 -  
   - Transitional Cost Program 2,274 -  
   - Graduate Skills Assessment 11 -  
   - Total Commonwealth Grants Scheme and other grants 39.1 161,831 151,815  

(b) **Higher Education loan programmes**  
   - HECS-HELP 98,117 87,218  
   - FEE-HELP 14,138 10,154  
   - Total Higher Education loan programmes 39.2 112,255 97,372  

(c) **Scholarships**  
   - Australian Postgraduate Awards 2,274 2,266  
   - International Postgraduate Research Scholarships 478 436  
   - Commonwealth Education Cost Scholarships 1,952 1,692  
   - Commonwealth Accommodation Scholarships 2,687 2,502  
   - Indigenous Access Scholarships 266 -  
   - Total Scholarships 39.3 7,657 6,896  

(d) DIIISR – Research  
   - Institutional Grants Scheme 5,978 6,170  
   - Research Training Scheme 13,038 13,022  
   - Research Infrastructure Block Grants 2,505 2,546  
   - Implementation Assistance Programme 146 71  
   - Australian Scheme for Higher Education Repositories 242 131  
   - Commercialisation Training Scheme 120 123  
   - Total DIIISR – Research grants 39.4 22,029 22,063  

(e) **Voluntary Student Unionism**  
   - Total VSU Transition Fund 39.5 3,377 205  

(f) **Better Universities Renewal Funding**  
   - Total BURF 39.5 16,212 -
Financial statements for the year ended 31 December 2008

(g) Australian Research Council

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Projects</td>
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<td>4,840</td>
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<tr>
<td>Fellowships</td>
<td>332</td>
<td>320</td>
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<tr>
<td>Indigenous Researchers Development</td>
<td>59</td>
<td>55</td>
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<tr>
<td>Total Discovery</td>
<td>39.6(a)</td>
<td>5,939</td>
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(ii) Linkages

<table>
<thead>
<tr>
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<tr>
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<tr>
<td>Special Research Initiatives</td>
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<tr>
<td>Infrastructure</td>
<td>-</td>
<td>850</td>
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<tr>
<td>International</td>
<td>64</td>
<td>130</td>
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<tr>
<td>Projects</td>
<td>2,723</td>
<td>2,535</td>
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<tr>
<td>Total Linkages</td>
<td>39.6(b)</td>
<td>6,827</td>
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</table>

(iii) Networks and Centres

<table>
<thead>
<tr>
<th>Notes</th>
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<th>2007</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>$'000</td>
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<tr>
<td>Research Networks</td>
<td>325</td>
<td>318</td>
</tr>
<tr>
<td>Total Networks and Centres</td>
<td>39.6(c)</td>
<td>325</td>
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</table>

(h) Other Australian Government financial assistance

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>$'000</td>
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<tr>
<td>Department of Climate Change</td>
<td>4,145</td>
<td>-</td>
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<tr>
<td>Department of Health and Aged Care</td>
<td>8,908</td>
<td>5,652</td>
</tr>
<tr>
<td>National Health and Medical Research Council</td>
<td>3,472</td>
<td>2,032</td>
</tr>
<tr>
<td>Land and Water Australia</td>
<td>2,184</td>
<td>272</td>
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<tr>
<td>Cape York Institute funding</td>
<td>3,968</td>
<td>2,138</td>
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<tr>
<td>Other</td>
<td>4,436</td>
<td>2,640</td>
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<tr>
<td>Total other Australian Government financial assistance</td>
<td>27,113</td>
<td>12,734</td>
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Reconciliation

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<td></td>
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<tr>
<td>Australian Government grants</td>
<td>251,310</td>
<td>202,762</td>
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<tr>
<td>HECS-HELP – Australian Government payments</td>
<td>98,117</td>
<td>87,218</td>
</tr>
<tr>
<td>Other Australian Government loan programmes – FEE-HELP</td>
<td>14,138</td>
<td>10,154</td>
</tr>
<tr>
<td>Total Australian Government financial assistance</td>
<td>363,565</td>
<td>300,135</td>
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</table>
### (i) Australian Government grants received – cash basis

<table>
<thead>
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<th>Notes</th>
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<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>CGS and other DEEWR grants</td>
<td>39.1</td>
<td>162,426</td>
</tr>
<tr>
<td>Higher Education Loan Programmes</td>
<td>39.2</td>
<td>112,546</td>
</tr>
<tr>
<td>Scholarships</td>
<td>39.3</td>
<td>8,098</td>
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<tr>
<td>DIISR research</td>
<td>39.4</td>
<td>22,029</td>
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<td>Voluntary Student Unionism</td>
<td>39.5</td>
<td>1,530</td>
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<tr>
<td>Better Universities Renewal Funding</td>
<td>39.5</td>
<td>16,212</td>
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<tr>
<td>ARC grants – Discovery</td>
<td>39.6(a)</td>
<td>5,936</td>
</tr>
<tr>
<td>ARC grants – Linkages</td>
<td>39.6(b)</td>
<td>4,827</td>
</tr>
<tr>
<td>ARC grants – Networks and Centres</td>
<td>39.6(c)</td>
<td>325</td>
</tr>
<tr>
<td>Other Australian Government grants</td>
<td></td>
<td>24,440</td>
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<tr>
<td><strong>Total Australian Government grants received – cash basis</strong></td>
<td><strong>358,369</strong></td>
<td><strong>300,598</strong></td>
</tr>
<tr>
<td>OS-Help (Net)</td>
<td></td>
<td>(162)</td>
</tr>
<tr>
<td><strong>Total Australian Government funding received – cash basis</strong></td>
<td><strong>358,207</strong></td>
<td><strong>300,158</strong></td>
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### 3. State and Local Government financial assistance

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating financial assistance</td>
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<td>1,730</td>
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<tr>
<td>Capital financial assistance</td>
<td>12,988</td>
<td>11,040</td>
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<tr>
<td>Research funds</td>
<td>6,044</td>
<td>5,376</td>
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<tr>
<td><strong>Total State and Local Government financial assistance</strong></td>
<td><strong>21,103</strong></td>
<td><strong>18,146</strong></td>
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### 4. Fees and charges

#### Course fees and charges

<table>
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<tr>
<th>Notes</th>
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<th>2007</th>
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</thead>
<tbody>
<tr>
<td>Fee-paying overseas students</td>
<td>119,022</td>
<td>103,168</td>
</tr>
<tr>
<td>Continuing education</td>
<td>5,111</td>
<td>6,048</td>
</tr>
<tr>
<td>Fee-paying domestic postgraduate students</td>
<td>3,390</td>
<td>3,560</td>
</tr>
<tr>
<td>Fee-paying domestic undergraduate students</td>
<td>5,609</td>
<td>4,374</td>
</tr>
<tr>
<td>Fee-paying domestic non-award students</td>
<td>863</td>
<td>1,385</td>
</tr>
<tr>
<td>Other domestic course fees and charges</td>
<td>5,923</td>
<td>4,595</td>
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<tr>
<td><strong>Total course fees and charges</strong></td>
<td><strong>139,918</strong></td>
<td><strong>123,131</strong></td>
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#### Other fees and charges

<table>
<thead>
<tr>
<th>Notes</th>
<th>2008</th>
<th>2007</th>
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</thead>
<tbody>
<tr>
<td>Community services fees</td>
<td>2,386</td>
<td>2,200</td>
</tr>
<tr>
<td>Conferences and seminars</td>
<td>1,909</td>
<td>2,254</td>
</tr>
<tr>
<td>Library fees and fines</td>
<td>382</td>
<td>454</td>
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<tr>
<td>Parking fees and fines</td>
<td>2,877</td>
<td>2,687</td>
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<tr>
<td>Enrolment/reinstatement fees</td>
<td>1,391</td>
<td>1,235</td>
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<tr>
<td>Student accommodation</td>
<td>4,301</td>
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<tr>
<td>Other fees and charges</td>
<td>3,952</td>
<td>3,411</td>
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<tr>
<td><strong>Total other fees and charges</strong></td>
<td><strong>17,198</strong></td>
<td><strong>16,197</strong></td>
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<tr>
<td><strong>Total fees and charges</strong></td>
<td><strong>157,116</strong></td>
<td><strong>139,328</strong></td>
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</table>
Financial statements for the year ended 31 December 2008

<table>
<thead>
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<th>Notes</th>
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<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
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</tbody>
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5. Investment income

<table>
<thead>
<tr>
<th>Description</th>
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<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends</td>
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<td>291</td>
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<tr>
<td>Interest</td>
<td>10,411</td>
<td>6,476</td>
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<tr>
<td><strong>Total investment income</strong></td>
<td>11,232</td>
<td>6,767</td>
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6. Consultancy and contracts

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancy</td>
<td>10,616</td>
<td>9,298</td>
</tr>
<tr>
<td>Contract research</td>
<td>11,555</td>
<td>18,602</td>
</tr>
<tr>
<td><strong>Total consultancy and contracts</strong></td>
<td>22,171</td>
<td>27,900</td>
</tr>
</tbody>
</table>

7. Other revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations and bequests</td>
<td>3,802</td>
<td>3,099</td>
</tr>
<tr>
<td>Scholarships and prizes</td>
<td>3,477</td>
<td>1,521</td>
</tr>
<tr>
<td>Non-government grants</td>
<td>2,492</td>
<td>1,408</td>
</tr>
<tr>
<td>Sale of goods</td>
<td>10,758</td>
<td>9,636</td>
</tr>
<tr>
<td>Commercial rent</td>
<td>1,842</td>
<td>1,934</td>
</tr>
<tr>
<td>Recovery of expenditure</td>
<td>5,049</td>
<td>5,055</td>
</tr>
<tr>
<td>Contributions/sponsorships</td>
<td>1,894</td>
<td>1,222</td>
</tr>
<tr>
<td>Performances and exhibitions</td>
<td>660</td>
<td>652</td>
</tr>
<tr>
<td>Other revenue</td>
<td>1,365</td>
<td>1,155</td>
</tr>
<tr>
<td><strong>Total other revenue</strong></td>
<td>31,339</td>
<td>25,682</td>
</tr>
</tbody>
</table>

8. Employee related expenses

   Academic

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>123,174</td>
<td>113,987</td>
</tr>
<tr>
<td>Contributions to superannuation and pension schemes – funded</td>
<td>18,569</td>
<td>17,216</td>
</tr>
<tr>
<td>Payroll tax</td>
<td>7,842</td>
<td>6,485</td>
</tr>
<tr>
<td>Workers’ compensation</td>
<td>340</td>
<td>771</td>
</tr>
<tr>
<td>Long service leave expense</td>
<td>3,208</td>
<td>2,592</td>
</tr>
<tr>
<td>Recreation leave</td>
<td>8,524</td>
<td>6,375</td>
</tr>
<tr>
<td><strong>Total academic</strong></td>
<td>161,657</td>
<td>147,424</td>
</tr>
</tbody>
</table>

   Non-academic

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>120,677</td>
<td>108,762</td>
</tr>
<tr>
<td>Contributions to superannuation and pension schemes – funded</td>
<td>17,746</td>
<td>16,296</td>
</tr>
<tr>
<td>Payroll tax</td>
<td>6,516</td>
<td>6,278</td>
</tr>
<tr>
<td>Workers’ compensation</td>
<td>339</td>
<td>749</td>
</tr>
<tr>
<td>Long service leave expense</td>
<td>3,109</td>
<td>2,472</td>
</tr>
<tr>
<td>Recreation leave</td>
<td>8,259</td>
<td>6,081</td>
</tr>
<tr>
<td><strong>Total non-academic</strong></td>
<td>156,646</td>
<td>140,639</td>
</tr>
</tbody>
</table>

**Total employee related expenses**                     | 318,303| 288,063|
9. Depreciation and amortisation

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation furniture</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Depreciation motor vehicles</td>
<td>462</td>
<td>472</td>
</tr>
<tr>
<td>Depreciation computing</td>
<td>426</td>
<td>953</td>
</tr>
<tr>
<td>Depreciation general plant and equipment</td>
<td>1,161</td>
<td>1,095</td>
</tr>
<tr>
<td>Depreciation office and communication equipment</td>
<td>1,498</td>
<td>1,320</td>
</tr>
<tr>
<td>Depreciation laboratory/technical/scientific equipment</td>
<td>4,825</td>
<td>3,948</td>
</tr>
<tr>
<td>Depreciation infrastructure</td>
<td>2,148</td>
<td>2,433</td>
</tr>
<tr>
<td>Depreciation buildings</td>
<td>20,261</td>
<td>18,299</td>
</tr>
<tr>
<td>Depreciation network/server equipment</td>
<td>2,842</td>
<td>2,603</td>
</tr>
<tr>
<td><strong>Total depreciation</strong></td>
<td>33,644</td>
<td>31,142</td>
</tr>
<tr>
<td><strong>Amortisation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortisation leasehold land</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>Amortisation leasehold buildings</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Amortisation intangible assets</td>
<td>3,676</td>
<td>6,190</td>
</tr>
<tr>
<td><strong>Total amortisation</strong></td>
<td>3,744</td>
<td>6,258</td>
</tr>
<tr>
<td><strong>Total depreciation and amortisation</strong></td>
<td>37,388</td>
<td>37,400</td>
</tr>
</tbody>
</table>

10. Repairs and maintenance

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance plant and equipment</td>
<td>3,958</td>
<td>4,794</td>
</tr>
<tr>
<td>Maintenance buildings and grounds</td>
<td>3,077</td>
<td>2,418</td>
</tr>
<tr>
<td>Minor works non capital</td>
<td>3,349</td>
<td>4,773</td>
</tr>
<tr>
<td><strong>Total repairs and maintenance</strong></td>
<td>10,384</td>
<td>11,985</td>
</tr>
</tbody>
</table>

11. Impairment of assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impairment of receivables</td>
<td>425</td>
<td>1,149</td>
</tr>
<tr>
<td>Impairment of shares in other corporations</td>
<td>408</td>
<td>3,451</td>
</tr>
<tr>
<td><strong>Total impairment of assets</strong></td>
<td>833</td>
<td>4,600</td>
</tr>
</tbody>
</table>
12. Other expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2008 $’000</th>
<th>2007 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships, grants and prizes</td>
<td>27,028</td>
<td>19,670</td>
</tr>
<tr>
<td>Non-capitalised equipment</td>
<td>12,696</td>
<td>12,608</td>
</tr>
<tr>
<td>Advertising, marketing and promotional expenses</td>
<td>8,066</td>
<td>7,249</td>
</tr>
<tr>
<td>Audit fees, bank charges, legal costs and insurance</td>
<td>2,801</td>
<td>2,043</td>
</tr>
<tr>
<td>Laboratory consumables</td>
<td>5,905</td>
<td>4,948</td>
</tr>
<tr>
<td>Printing and stationery</td>
<td>5,154</td>
<td>4,551</td>
</tr>
<tr>
<td>Operating lease fees</td>
<td>2,224</td>
<td>2,218</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>2,504</td>
<td>2,592</td>
</tr>
<tr>
<td>Travel and staff development</td>
<td>12,012</td>
<td>10,604</td>
</tr>
<tr>
<td>Inventory used</td>
<td>3,264</td>
<td>2,809</td>
</tr>
<tr>
<td>Hospitality</td>
<td>2,733</td>
<td>2,594</td>
</tr>
<tr>
<td>Consultancy</td>
<td>12,684</td>
<td>8,276</td>
</tr>
<tr>
<td>Utilities</td>
<td>7,963</td>
<td>7,694</td>
</tr>
<tr>
<td>Computer expenses</td>
<td>2,751</td>
<td>1,819</td>
</tr>
<tr>
<td>Safety security and cleaning</td>
<td>6,090</td>
<td>5,556</td>
</tr>
<tr>
<td>Subscriptions and reference materials</td>
<td>5,669</td>
<td>8,513</td>
</tr>
<tr>
<td>Commission expenses</td>
<td>8,000</td>
<td>6,913</td>
</tr>
<tr>
<td>Staff recruitment and benefits</td>
<td>6,884</td>
<td>5,208</td>
</tr>
<tr>
<td>Motor vehicle expenses</td>
<td>1,888</td>
<td>1,541</td>
</tr>
<tr>
<td>Net foreign exchange loss</td>
<td>(24)</td>
<td>53</td>
</tr>
<tr>
<td>Other expenses</td>
<td>13,805</td>
<td>11,493</td>
</tr>
</tbody>
</table>

**Total other expenses**                                      | 150,097    | 128,952    |

13. Cash and cash equivalents

<table>
<thead>
<tr>
<th>Description</th>
<th>2008 $’000</th>
<th>2007 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash on hand</td>
<td>75</td>
<td>81</td>
</tr>
<tr>
<td>Cash at bank</td>
<td>9,141</td>
<td>11,975</td>
</tr>
<tr>
<td>Managed funds at call</td>
<td>202,917</td>
<td>66,146</td>
</tr>
</tbody>
</table>

**Total cash and cash equivalents**                           | 212,133    | 78,202     |

(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 Cash Flow Statement as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2008 $’000</th>
<th>2007 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balances as above</td>
<td>212,133</td>
<td>78,202</td>
</tr>
<tr>
<td>Other current financial assets</td>
<td>8,166</td>
<td>10,271</td>
</tr>
</tbody>
</table>

**Balance as per Cash Flow Statement**                          | 220,299    | 88,473     |

(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 4.1% (2007 – 6.3%).

(c) Managed funds at call

The funds on call are subject to a variable interest rate of 5.37% (2007 – 7.3%).
14. Receivables

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student fees</td>
<td>5,522</td>
<td>8,573</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>18,477</td>
<td>13,311</td>
</tr>
<tr>
<td>Other receivables</td>
<td>4,544</td>
<td>8,999</td>
</tr>
<tr>
<td>Staff advances</td>
<td>217</td>
<td>199</td>
</tr>
<tr>
<td><strong>Less provision impaired receivables</strong></td>
<td>(2,660)</td>
<td>(2,494)</td>
</tr>
<tr>
<td><strong>Total receivables</strong></td>
<td>26,100</td>
<td>28,588</td>
</tr>
</tbody>
</table>

(a) Impaired receivables.

As at 31 December 2008 current receivables of the group with a nominal value of $2.6m (2007: $2.5m) were impaired and a provision for same was established. The impaired receivables mainly relate to outstanding student fees.

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>The ageing of these receivables is as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 to 6 months</td>
<td>489</td>
<td>1,061</td>
</tr>
<tr>
<td>Over 6 months</td>
<td>2,171</td>
<td>1,433</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,660</td>
<td>2,494</td>
</tr>
</tbody>
</table>

As of 31 December 2008, trade receivables of $8.7m (2007: $9.7m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>The ageing analysis of these receivables is as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 to 6 months</td>
<td>2,174</td>
<td>137</td>
</tr>
<tr>
<td>Over 6 months</td>
<td>1,231</td>
<td>1,483</td>
</tr>
</tbody>
</table>

Movements in the provision for impaired receivables are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 January</td>
<td>2,494</td>
<td>1,494</td>
</tr>
<tr>
<td>Provision for impairment recognised during the year</td>
<td>1,101</td>
<td>1,307</td>
</tr>
<tr>
<td>Receivables written off during the year as uncollectible</td>
<td>(260)</td>
<td>(130)</td>
</tr>
<tr>
<td>Unused amount reversed</td>
<td>(675)</td>
<td>(177)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,660</td>
<td>2,494</td>
</tr>
</tbody>
</table>

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.
## 15. Other financial assets

### Current

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managed funds</td>
<td>8,166</td>
<td>10,271</td>
</tr>
<tr>
<td>Total current financial assets</td>
<td>8,166</td>
<td>10,271</td>
</tr>
</tbody>
</table>

### Non-current

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit trust</td>
<td>310</td>
<td>300</td>
</tr>
<tr>
<td>Shares in corporations</td>
<td>4,662</td>
<td>4,455</td>
</tr>
<tr>
<td>Less provision for impairment of shares in corporation</td>
<td>(3,609)</td>
<td>(3,452)</td>
</tr>
<tr>
<td>Total non-current other financial assets</td>
<td>1,363</td>
<td>1,303</td>
</tr>
</tbody>
</table>

**Total other financial assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>9,529</strong></td>
<td><strong>11,574</strong></td>
</tr>
</tbody>
</table>

Changes in fair values of other financial assets at fair value through profit or loss are recorded as part of investment revenue in the income statement (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:

- SciVentures Investments Pty Ltd

Griffith University holds shares in the following listed and unlisted companies:
- AARNet Pty Ltd
- Antenova Limited
- Aqua Diagnostic Pty Ltd
- Calytrix Technologies Pty Ltd
- CRC Sustainable Tourism Pty Ltd
- Guardsoft Pty Ltd
- NAVITAS Limited
- IDP Education Australia Limited
- Open Universities Australia Pty Ltd
- QS Semi-conductor Corporation
- Smart Internet Technology CRC Pty Ltd

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

<table>
<thead>
<tr>
<th></th>
<th>Construction in progress</th>
<th>Land</th>
<th>Buildings</th>
<th>Plant and equipment</th>
<th>Library</th>
<th>Infrastructure and other plant and equipment</th>
<th>Total property, plant and equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td><strong>At 1 January 2007</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>22,304</td>
<td>-</td>
<td>6,030</td>
<td>120,006</td>
<td>532</td>
<td>424</td>
<td>149,296</td>
</tr>
<tr>
<td>Revaluation</td>
<td>-</td>
<td>156,523</td>
<td>841,205</td>
<td>-</td>
<td>63</td>
<td>9,322</td>
<td>1,095,113</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>-</td>
<td>-</td>
<td>(159,373)</td>
<td>(67,971)</td>
<td>-</td>
<td>(33,680)</td>
<td>(261,024)</td>
</tr>
<tr>
<td>Net book amount</td>
<td>22,304</td>
<td>156,523</td>
<td>687,862</td>
<td>52,035</td>
<td>595</td>
<td>6,066</td>
<td>983,385</td>
</tr>
<tr>
<td><strong>Year ended 31 December 2007</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening net book amount</td>
<td>22,304</td>
<td>156,523</td>
<td>687,862</td>
<td>52,035</td>
<td>595</td>
<td>6,066</td>
<td>983,385</td>
</tr>
<tr>
<td>Revaluation surplus</td>
<td>-</td>
<td>10,942</td>
<td>64,386</td>
<td>-</td>
<td>-</td>
<td>8,146</td>
<td>83,474</td>
</tr>
<tr>
<td>Additions (7,773)</td>
<td>-</td>
<td>-</td>
<td>41,544</td>
<td>12,920</td>
<td>-</td>
<td>6,942</td>
<td>53,633</td>
</tr>
<tr>
<td>Disposals (2,735)</td>
<td>-</td>
<td>-</td>
<td>(1,047)</td>
<td>-</td>
<td>-</td>
<td>(4)</td>
<td>(3,786)</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>-</td>
<td>-</td>
<td>(18,299)</td>
<td>(10,410)</td>
<td>-</td>
<td>(2,433)</td>
<td>(31,142)</td>
</tr>
<tr>
<td>Closing net book amount</td>
<td>14,531</td>
<td>164,730</td>
<td>775,493</td>
<td>53,498</td>
<td>595</td>
<td>76,717</td>
<td>1,085,564</td>
</tr>
<tr>
<td><strong>At 31 December 2007</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>14,531</td>
<td>-</td>
<td>18,065</td>
<td>125,800</td>
<td>532</td>
<td>6,942</td>
<td>165,870</td>
</tr>
<tr>
<td>Revaluation</td>
<td>-</td>
<td>164,730</td>
<td>930,037</td>
<td>-</td>
<td>63</td>
<td>105,091</td>
<td>1,199,921</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>-</td>
<td>-</td>
<td>(172,608)</td>
<td>(72,302)</td>
<td>-</td>
<td>(35,316)</td>
<td>(280,227)</td>
</tr>
<tr>
<td>Net book amount</td>
<td>14,531</td>
<td>164,730</td>
<td>775,493</td>
<td>53,498</td>
<td>595</td>
<td>76,717</td>
<td>1,085,564</td>
</tr>
<tr>
<td><strong>Year ended 31 December 2008</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening net book amount</td>
<td>14,531</td>
<td>164,730</td>
<td>775,493</td>
<td>53,498</td>
<td>595</td>
<td>76,717</td>
<td>1,085,564</td>
</tr>
<tr>
<td>Revaluation surplus</td>
<td>-</td>
<td>8,485</td>
<td>71,497</td>
<td>-</td>
<td>-</td>
<td>5,819</td>
<td>85,801</td>
</tr>
<tr>
<td>Additions (3,367)</td>
<td>-</td>
<td>-</td>
<td>22,815</td>
<td>13,635</td>
<td>-</td>
<td>764</td>
<td>33,847</td>
</tr>
<tr>
<td>Disposals (2,061)</td>
<td>-</td>
<td>-</td>
<td>(1,555)</td>
<td>-</td>
<td>-</td>
<td>(253)</td>
<td>(1,808)</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>-</td>
<td>-</td>
<td>(20,261)</td>
<td>(11,235)</td>
<td>-</td>
<td>(2,148)</td>
<td>(13,644)</td>
</tr>
<tr>
<td>Closing net book amount</td>
<td>11,164</td>
<td>173,215</td>
<td>849,544</td>
<td>54,343</td>
<td>595</td>
<td>80,899</td>
<td>1,169,760</td>
</tr>
<tr>
<td><strong>At 31 December 2008</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>11,164</td>
<td>-</td>
<td>-</td>
<td>132,067</td>
<td>595</td>
<td>765</td>
<td>144,591</td>
</tr>
<tr>
<td>Revaluation</td>
<td>-</td>
<td>173,215</td>
<td>1,033,220</td>
<td>-</td>
<td>-</td>
<td>121,326</td>
<td>1,327,761</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>-</td>
<td>-</td>
<td>(183,676)</td>
<td>(77,724)</td>
<td>-</td>
<td>(41,192)</td>
<td>(302,592)</td>
</tr>
<tr>
<td>Net book amount</td>
<td>11,164</td>
<td>173,215</td>
<td>849,544</td>
<td>54,343</td>
<td>595</td>
<td>80,899</td>
<td>1,169,760</td>
</tr>
</tbody>
</table>
Financial statements for the year ended 31 December 2008

17. Intangible assets
Movement of the carrying amount for the class of intangible asset between the beginning and end of the reporting period

<table>
<thead>
<tr>
<th>软体及许可证</th>
<th>$000</th>
<th>软体及许可证</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 January 2007</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>32,024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td>(17,050)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net book amount</td>
<td>14,974</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year ended 31 December 2007</th>
<th>Year ended 31 December 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening net book amount</td>
<td>14,974</td>
</tr>
<tr>
<td>Additions</td>
<td>2,842</td>
</tr>
<tr>
<td>Amortisation charge</td>
<td>(6,190)</td>
</tr>
<tr>
<td>Closing net book amount</td>
<td>11,626</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>At 31 December 2007</th>
<th>At 31 December 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>34,865</td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td>(23,239)</td>
</tr>
<tr>
<td>Net book amount</td>
<td>11,626</td>
</tr>
</tbody>
</table>

18. Premium on leased property
Movement of carrying amounts for leased property between the beginning and end of the reporting period

<table>
<thead>
<tr>
<th>租賃物业</th>
<th>$'000</th>
<th>租賃物业</th>
<th>$'000</th>
<th>总额</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 January 2007</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>3,500</td>
<td>4,000</td>
<td>7,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated amortisation</td>
<td>(207)</td>
<td>(237)</td>
<td>(444)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net book amount</td>
<td>3,293</td>
<td>3,763</td>
<td>7,056</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|Year ended 31 December 2007 | | | | |
|Opening net book amount | 3,293 | 3,763 | 7,056 | |
|Amortisation charge | (32) | (36) | (68) | |
|Closing net book amount | 3,261 | 3,727 | 6,988 | |

|At 31 December 2007 | | | | |
|Cost | 3,500 | 4,000 | 7,500 | |
|Accumulated amortisation | (239) | (273) | (512) | |
|Net book amount | 3,261 | 3,727 | 6,988 | |

|Year ended 31 December 2008 | | | | |
|Opening net book amount | 3,261 | 3,727 | 6,988 | |
|Amortisation charge | (32) | (36) | (68) | |
|Closing net book amount | 3,229 | 3,691 | 6,920 | |

|At 31 December 2008 | | | | |
|Cost | 3,500 | 4,000 | 7,500 | |
|Accumulated amortisation | (271) | (309) | (580) | |
|Net book amount | 3,229 | 3,691 | 6,920 |
19. Other non-financial assets

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>7,019</td>
<td>3,778</td>
</tr>
<tr>
<td><strong>Total current other non-financial assets</strong></td>
<td><strong>7,019</strong></td>
<td><strong>3,778</strong></td>
</tr>
</tbody>
</table>

20. Investments accounted for using the equity method

<table>
<thead>
<tr>
<th>Investments in jointly controlled entities</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of entity</td>
<td>2008</td>
<td>2007</td>
</tr>
<tr>
<td><strong>Associates</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International WaterCentre Pty Ltd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ownership Interest %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

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 2008.

**Jointly controlled entities**

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:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>1,715</td>
<td>1,670</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>257</td>
<td>22</td>
</tr>
<tr>
<td>Total assets</td>
<td>1,972</td>
<td>1,692</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>990</td>
<td>1,014</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>990</td>
<td>1,014</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td><strong>982</strong></td>
<td><strong>678</strong></td>
</tr>
<tr>
<td>Share of joint controlled entities' net assets</td>
<td><strong>246</strong></td>
<td><strong>170</strong></td>
</tr>
</tbody>
</table>

**Financial Performance**

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>1,333</td>
<td>848</td>
</tr>
<tr>
<td>Expenses</td>
<td>1,927</td>
<td>1,165</td>
</tr>
<tr>
<td>Profit/(loss)</td>
<td>(595)</td>
<td>(317)</td>
</tr>
<tr>
<td>Share of jointly controlled entities' profit/(loss)</td>
<td>(149)</td>
<td>(79)</td>
</tr>
</tbody>
</table>
21. Trade and other payables

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,722</td>
<td>23,534</td>
</tr>
<tr>
<td><strong>Trade and other payables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade payables</td>
<td>4,930</td>
<td>10,382</td>
</tr>
<tr>
<td>Accrued expenditure</td>
<td>1,951</td>
<td>4,295</td>
</tr>
<tr>
<td>OS-Help liability to Australian Government</td>
<td>71</td>
<td>233</td>
</tr>
<tr>
<td>Funds held on behalf of other bodies</td>
<td>1,639</td>
<td>716</td>
</tr>
<tr>
<td>Payroll accruals</td>
<td>3,131</td>
<td>7,908</td>
</tr>
<tr>
<td><strong>Non-current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued expenditure</td>
<td>286</td>
<td>571</td>
</tr>
<tr>
<td><strong>Total non-current payables</strong></td>
<td>286</td>
<td>571</td>
</tr>
<tr>
<td><strong>Total payables</strong></td>
<td>12,008</td>
<td>24,105</td>
</tr>
</tbody>
</table>

22. Borrowings

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>112,411</td>
<td>72,273</td>
</tr>
<tr>
<td><strong>Non-current</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unsecured</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QTC loans</td>
<td>93,258</td>
<td>59,146</td>
</tr>
<tr>
<td>Other loans</td>
<td>4,948</td>
<td>3,213</td>
</tr>
<tr>
<td><strong>Total non-current unsecured borrowings</strong></td>
<td>98,206</td>
<td>62,359</td>
</tr>
<tr>
<td><strong>Total non-current borrowings</strong></td>
<td>98,206</td>
<td>62,359</td>
</tr>
</tbody>
</table>

For detailed information on the University borrowings see Note 26 Financial Risk Management (c) Liquidity Risk
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
--------- 10,000 10,000

Unused at balance date
Bank overdrafts 10,000 10,000
--------- 10,000 10,000

Current provisions expected to be settled within 12 months
Long service leave 2,804 2,740
Recreation leave 12,267 12,083
Severance pay 2,095 2,348
Subtotal 17,166 17,171

Current provisions expected to be settled after more than 12 months
Long service leave 26,013 23,984
Recreation leave 10,033 6,438
Subtotal 36,046 30,422

Total current provisions 53,212 47,593

Non-current
Long service leave 8,986 8,520
Total non-current provisions 8,986 8,520

Total provisions 62,198 56,113

24. Other liabilities
Current
Unearned revenue 24,220 25,835
Unclaimed receipts 277 99
Accrued liabilities 932 160
Unspent financial assistance 3,215 6,524
Total current liabilities 28,644 32,618

Total other liabilities 28,644 32,618
Financial statements for the year ended 31 December 2008

25. Reserves and retained surplus

(a) Reserves

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset revaluation reserve</td>
<td>634,645</td>
<td>548,844</td>
</tr>
<tr>
<td>General reserve</td>
<td>12,759</td>
<td>15,843</td>
</tr>
<tr>
<td><strong>Total reserves</strong></td>
<td><strong>647,404</strong></td>
<td><strong>564,687</strong></td>
</tr>
</tbody>
</table>

Reserve movements:

General reserve

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>General reserve balance 1 January 2008</td>
<td>15,843</td>
<td>17,601</td>
</tr>
<tr>
<td>Transfers from accumulated funds</td>
<td>3,403</td>
<td>1,562</td>
</tr>
<tr>
<td>Transfers to accumulated funds</td>
<td>(6,487)</td>
<td>(3,320)</td>
</tr>
<tr>
<td><strong>Balance 31 December 2008</strong></td>
<td><strong>12,759</strong></td>
<td><strong>15,843</strong></td>
</tr>
</tbody>
</table>

Asset revaluation reserve

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset revaluation reserve balance 1 January 2008</td>
<td>548,844</td>
<td>465,372</td>
</tr>
<tr>
<td>Revaluation of land</td>
<td>8,485</td>
<td>10,942</td>
</tr>
<tr>
<td>Revaluation of buildings</td>
<td>71,497</td>
<td>64,386</td>
</tr>
<tr>
<td>Revaluation of infrastructure and other plant and equipment</td>
<td>5,793</td>
<td>8,144</td>
</tr>
<tr>
<td>Revaluation of artwork</td>
<td>26</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance 31 December 2008</strong></td>
<td><strong>634,645</strong></td>
<td><strong>548,844</strong></td>
</tr>
</tbody>
</table>

(b) Retained surplus

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained surplus as at 1 January 2008</td>
<td>477,379</td>
<td>417,973</td>
</tr>
<tr>
<td>Net operating result for the year</td>
<td>101,263</td>
<td>57,648</td>
</tr>
<tr>
<td><strong>Retained surplus at 31 December 2008</strong></td>
<td><strong>578,642</strong></td>
<td><strong>475,621</strong></td>
</tr>
<tr>
<td>Net transfer from general reserve</td>
<td>3,084</td>
<td>1,758</td>
</tr>
<tr>
<td><strong>Retained surplus at 31 December 2008</strong></td>
<td><strong>581,726</strong></td>
<td><strong>477,379</strong></td>
</tr>
</tbody>
</table>

(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

(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 (2008: $104,815 AUD), one in Japanese Yen (2008: $114,991 AUD) and one in United States dollars (2008 $6,424 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% (2007: 10%) to outline this sensitivity. The increase of 5% from 2007 relates to the University’s management study of current market data.

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

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

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

The University’s investment strategy seeks to achieve compliance with statutory and legislative requirements, 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% (2007: 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% (2007: 1%) to outline this sensitivity. The increase of 2% from 2007 relates to the University’s management study of current market data.
26. Financial risk management (Continued)

<table>
<thead>
<tr>
<th></th>
<th>Interest rate risk</th>
<th>Foreign exchange risk</th>
<th>Other price risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-3%</td>
<td>+3%</td>
<td>-15%</td>
</tr>
<tr>
<td>31 December 2008</td>
<td>Carrying Amount</td>
<td>Result $’000</td>
<td>Equity $’000</td>
</tr>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash</td>
<td>212,133</td>
<td>(6,355)</td>
<td>(6,355)</td>
</tr>
<tr>
<td>equivalents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other financial</td>
<td>9,529</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other</td>
<td>26,100</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>receivables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other</td>
<td>12,008</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>payables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td>112,411</td>
<td>3,224</td>
<td>3,224</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>4,424</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total increase/</td>
<td>(3,131)</td>
<td>(3,131)</td>
<td>3,131</td>
</tr>
<tr>
<td>(decrease)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Financial statements for the year ended 31 December 2008

55
26. Financial risk management (Continued)

<table>
<thead>
<tr>
<th>Date</th>
<th>Carrying Amount</th>
<th>Interest rate risk</th>
<th>Foreign exchange risk</th>
<th>Other price risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>31 December 2007</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>78,202</td>
<td>-</td>
<td>(774)</td>
<td>(774)</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>11,574</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>28,588</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Financial liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>24,105</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Borrowings</td>
<td>72,273</td>
<td>2,071</td>
<td>2,071</td>
<td>(2,071)</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>6,783</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total increase/ (decrease)</strong></td>
<td></td>
<td>(253)</td>
<td>(253)</td>
<td>253</td>
</tr>
</tbody>
</table>
26. Financial risk management (Continued)

(b) Credit risk

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

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

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

The University considers potential credit risk in terms of debtors is $2,660,000.

(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 2008, the University completed the drawdowns of the Smart State loan for the Eskitis Institute, 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 Tourism, Regional Development and Industry informed about the administration of the loans, ensure that appropriate insurance cover is in place and legislative requirements in respect of design and construction of buildings and plant under these agreements are met. The table below provides detailed information in relation to these loans.

In 2005 the University obtained a State Government loan to acquire land on which the University will construct buildings for the Eskitis Institute. This loan is repayable at $30,000 (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 Queensland Treasury Corporation loan facility has been used to cover capital expansion from 2001 to 2006. In 2008, the University drew down a further $50m on the approved debt facility to fund its continuing Capital Infrastructure programme.
The table below details the University’s liquidity risk in relation to the above mentioned loans.

<table>
<thead>
<tr>
<th>Source of the Loan</th>
<th>Original Amount of Loan</th>
<th>Year Loan drawn down</th>
<th>Expected remaining loan term</th>
<th>Balance of Loan 31 December 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>QTC</td>
<td>$25,000,000</td>
<td>2001</td>
<td>2.48 years</td>
<td>$6,488,555</td>
</tr>
<tr>
<td>QTC</td>
<td>$16,800,000</td>
<td>2003</td>
<td>4.49 years</td>
<td>$8,605,047</td>
</tr>
<tr>
<td>QTC</td>
<td>$40,000,000</td>
<td>2005</td>
<td>6.39 years</td>
<td>$28,002,751</td>
</tr>
<tr>
<td>QTC</td>
<td>$20,000,000</td>
<td>2006</td>
<td>7.49 years</td>
<td>$16,069,799</td>
</tr>
<tr>
<td>QTC</td>
<td>$50,000,000</td>
<td>2008</td>
<td>9.50 years</td>
<td>$48,266,294</td>
</tr>
<tr>
<td>State Government Loan</td>
<td>$790,800</td>
<td>2005</td>
<td>6 years</td>
<td>$781,466</td>
</tr>
<tr>
<td>Smart State</td>
<td>$12,000,000</td>
<td>2006</td>
<td>30 years</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>Smart State</td>
<td>$3,000,000</td>
<td>2006</td>
<td>N/A</td>
<td>$1,970,605</td>
</tr>
<tr>
<td>Smart State</td>
<td>$3,500,000</td>
<td>2007</td>
<td>N/A</td>
<td>$3,200,000</td>
</tr>
</tbody>
</table>

For Smart State 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.
Financial statements for the year ended 31 December 2008

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

<table>
<thead>
<tr>
<th>31 December 2008</th>
<th>Average Interest Rate %</th>
<th>Variable Interest Rate $’000</th>
<th>Less than 1 Year $’000</th>
<th>1 to 5 Years $’000</th>
<th>5+ Years $’000</th>
<th>Non Interest $’000</th>
<th>Total $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash on hand and at bank</td>
<td>4.1%</td>
<td>8,916</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>300</td>
<td>9,216</td>
</tr>
<tr>
<td>Managed funds at call</td>
<td>5.37%</td>
<td>202,917</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>202,917</td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26,100</td>
<td>26,100</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>-</td>
<td>8,166</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,363</td>
<td>9,529</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>-</td>
<td>219,999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>27,763</td>
<td>247,762</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>-</td>
<td>136,726</td>
<td>20,617</td>
<td>71,079</td>
<td>45,030</td>
<td>17,171</td>
<td>153,896</td>
</tr>
<tr>
<td>Payables</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12,008</td>
<td>12,008</td>
</tr>
<tr>
<td>Borrowings</td>
<td>6.36%</td>
<td>136,726</td>
<td>20,617</td>
<td>71,079</td>
<td>45,030</td>
<td>17,171</td>
<td>153,896</td>
</tr>
<tr>
<td>Other financial liabilities</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,424</td>
<td>4,424</td>
</tr>
<tr>
<td>Total financial liabilities</td>
<td>-</td>
<td>136,726</td>
<td>20,617</td>
<td>71,079</td>
<td>45,030</td>
<td>33,603</td>
<td>170,328</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>31 December 2007</th>
<th>Average Interest Rate %</th>
<th>Variable Interest Rate $’000</th>
<th>Less than 1 Year $’000</th>
<th>1 to 5 Years $’000</th>
<th>5+ Years $’000</th>
<th>Non Interest $’000</th>
<th>Total $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash on hand and at bank</td>
<td>6.3%</td>
<td>11,325</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>731</td>
<td>12,056</td>
</tr>
<tr>
<td>Managed funds at call</td>
<td>7.3%</td>
<td>66,146</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>66,146</td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>28,588</td>
<td>28,588</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>-</td>
<td>10,271</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,303</td>
<td>11,574</td>
</tr>
<tr>
<td>Total financial assets</td>
<td>-</td>
<td>87,742</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>30,622</td>
<td>118,364</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>-</td>
<td>84,235</td>
<td>13,571</td>
<td>47,194</td>
<td>23,471</td>
<td>12,520</td>
<td>96,755</td>
</tr>
<tr>
<td>Payables</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>24,105</td>
<td>24,105</td>
</tr>
<tr>
<td>Borrowings</td>
<td>5.63%</td>
<td>84,235</td>
<td>13,571</td>
<td>47,194</td>
<td>23,471</td>
<td>12,520</td>
<td>96,755</td>
</tr>
<tr>
<td>Other financial liabilities</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,783</td>
<td>6,783</td>
</tr>
<tr>
<td>Total financial liabilities</td>
<td>-</td>
<td>84,235</td>
<td>13,571</td>
<td>47,194</td>
<td>23,471</td>
<td>43,408</td>
<td>127,643</td>
</tr>
</tbody>
</table>

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

(a) Names of responsible persons and executive officers

**Responsible Persons**
The following persons were Council members during the financial year 2008:

- **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 Alderice
  - Mr Mark Gray
  - Ms Rachel Hunter
  - The Honourable Justice Margaret McMurdo, AC
  - Mr Garry Redlich
  - Mr Henry Smerdon
  - Ms Ann Robilliota-Glenister
- **Elected academic staff**
  - Dr Michael Barry *
  - Dr Dwight Zakus *
- **Elected student members**
  - Ms Heather Douglas
  - Ms Julie Kennedy
- **Elected general staff**
  - Ms Kaye Dillon *
- **Council appointed members**
  - Dr Bob Anderson, OAM
  - Ms Sandra Anderson
  - Ms Karen Struthers
  - 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)
- **Lesley Johnson**
  - Deputy Vice Chancellor (Research)
- **Christopher Madden**
  - Pro Vice Chancellor (International)
- **Colin McAndrew**
  - Pro Vice Chancellor (Administration)
- **Marilyn McMeniman**
  - Pro Vice Chancellor (Arts, Education and Law)
- **Neville Pankhurst**
  - Pro Vice Chancellor (Science, Environment, Engineering and Technology)
- **Michael Powell**
  - Pro Vice Chancellor (Business)
- **Janice Rickards**
  - Pro Vice Chancellor (Information Services)
- **Susan Spence**
  - Pro Vice Chancellor (Quality and Student Outcomes)
- **Maxwell Standage**
  - Provost Gold Coast and Logan Campuses
Financial statements for the year ended 31 December 2008

(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.

<table>
<thead>
<tr>
<th>Remuneration of council members</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>$60,000 to $74,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$75,000 to $89,999</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$105,000 to $119,999</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$120,000 to $134,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$135,000 to $149,999</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Remuneration of executive officers</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>$205,000 to $219,999</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$220,000 to $234,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$235,000 to $249,999</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$265,000 to $279,999</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>$280,000 to $294,999</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>$295,000 to $309,999</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>$340,000 to $354,999</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>$355,000 to $369,999</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>$370,000 to $384,999</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>$385,000 to $399,999</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$490,000 to $504,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$580,000 to $594,999</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

Income paid or payable to Council members and executives in connection with the management of the University’s affairs was $4,380,294 for 2008 (2007: $4,097,505).

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

28. Remuneration of auditors

Fees paid to Queensland Audit Office:
Audit and review of financial reports: 174  172

Total remuneration for audit services: 174  172

29. Reportable losses

Individual losses in excess of $500 each
Bad debts: 259  85
Property losses: 51  27
Total reportable losses: 310  112

30. Prescribed special payments

Ex-gratia: 204  2,317
Extra-contractual: -  263
Total prescribed special payments: 204  2,580
31. Contingencies

(a) Contingent liabilities

The University may receive a breach notice under the Workplace Health and Safe Act 1995 under s24 of the Act for injuries sustained to a student. It can take up to 1 year from the date of the incident for proceedings to commence. In a worst case situation the University faces a maximum penalty of $375,000.

(b) Claims

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 2008.

2008 2007
$'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 9,249 12,321
Later than one year but not later than five years 38,497 24,593
Total capital commitments 47,746 36,914

(b) Lease commitments
Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:
Within one year 949 786
Later than one year but not later than five years 2,375 1,860
Later than five years 498 260
Total lease commitments 3,822 2,906

(c) Other expenditure commitments
Commitments for expenditure in existence at the reporting date but not recognised as liabilities, payable:
Within one year 11,930 11,030
Later than one year but not later than five years 4,476 9,369
Later than five years 945 8
Total expenditure commitments 17,351 20,407

(d) Remuneration commitments
Commitments for employee contracts in existence at the reporting date but not recognised as liabilities, payable:
Within one year 954 341
Later than one year but not later than five years 19,255 13,219
Later than five years - 2,864
Total remuneration commitments 20,209 16,424
Financial statements for the year ended 31 December 2008

33. Superannuation Commitments

(a) UniSuper

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

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

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

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

As at 30 June 2008 the assets of the UniSuper Defined Benefit Division (DBD) in aggregate were estimated to be $323 million in excess of vested benefits. The vested benefits are benefits which are not conditional upon continued membership and include the value of CPI indexed pensions currently being provided by the DBD.

As at 30 June 2008 the assets of the DBD in aggregate were estimated to be $1,456 million in excess of accrued benefits. The accrued benefits have been calculated as the present value of expected future benefit payments to members and CPI indexed pensioners which arise from membership of UniSuper up to the reporting date.

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

<table>
<thead>
<tr>
<th>Gross of tax investment return</th>
<th>Vested benefits</th>
<th>Accrued benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net of tax investment return</td>
<td>7.25% p.a.</td>
<td>8.5% p.a.</td>
</tr>
<tr>
<td>Consumer Price Index</td>
<td>6.75% p.a.</td>
<td>8.0% p.a.</td>
</tr>
<tr>
<td>Inflationary salary increases long term</td>
<td>2.75% p.a.</td>
<td>2.75% p.a.</td>
</tr>
<tr>
<td>Inflationary salary increases next three years</td>
<td>3.75% p.a.</td>
<td>3.75% p.a.</td>
</tr>
<tr>
<td>(additional promotional salary increases are assumed to apply based on past experience)</td>
<td>5.0% p.a.</td>
<td>5.0% p.a.</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Principal activities</th>
<th>Country of incorporation</th>
<th>Ownership interest</th>
<th>Net equity 2008 $000</th>
<th>Net equity 2007 $000</th>
<th>Total revenue 2008 $000</th>
<th>Total revenue 2007 $000</th>
<th>Operating results 2008 $000</th>
<th>Operating results 2007 $000</th>
<th>Contribution to operating results 2008 $000</th>
<th>Contribution to operating results 2007 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Griffith Medical Research Institute Ltd</td>
<td>Australia</td>
<td>100% 100%</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
</tr>
<tr>
<td>Sano Sano Pty. Ltd.</td>
<td>Australia</td>
<td>69% 69%</td>
<td>250 269</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>(18) (91)</td>
</tr>
<tr>
<td>Gold Coast Innovation Centre Ltd</td>
<td>Australia</td>
<td>100% 100%</td>
<td>343 220</td>
<td>352 250</td>
<td>121 220</td>
<td>121 220</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
<td>- (-)</td>
</tr>
</tbody>
</table>

35. Events occurring after the balance sheet date

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

36. Reconciliation of operating result after income tax to net cash flows from operating activities

<table>
<thead>
<tr>
<th>Item</th>
<th>2008 $000</th>
<th>2007 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating result from ordinary activities after related income tax</td>
<td>101,263</td>
<td>57,648</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>37,388</td>
<td>37,400</td>
</tr>
<tr>
<td>Net loss/(gain) on sale of non-current assets</td>
<td>(2,912)</td>
<td>(1,125)</td>
</tr>
<tr>
<td>Net loss/(gain) on revaluation of financial assets</td>
<td>(70)</td>
<td>(22)</td>
</tr>
<tr>
<td>Net foreign exchange differences</td>
<td>(24)</td>
<td>53</td>
</tr>
<tr>
<td>QIC market value adjustment</td>
<td>-</td>
<td>(22)</td>
</tr>
<tr>
<td>Write-off shares</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>Fair value of joint venture investment</td>
<td>149</td>
<td></td>
</tr>
<tr>
<td>In-kind investment acquisitions</td>
<td>(58)</td>
<td>-</td>
</tr>
<tr>
<td>Fair value movement in borrowings</td>
<td>(2,929)</td>
<td>-</td>
</tr>
<tr>
<td>Donated art</td>
<td>(1,229)</td>
<td>(103)</td>
</tr>
<tr>
<td>Change in operating assets and liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease in receivables</td>
<td>2,322</td>
<td>(14,559)</td>
</tr>
<tr>
<td>Increase in inventories</td>
<td>(169)</td>
<td>(43)</td>
</tr>
<tr>
<td>Decrease in other financial assets</td>
<td>214</td>
<td>(3,234)</td>
</tr>
<tr>
<td>Increase in other non-financial assets</td>
<td>(3,241)</td>
<td>-</td>
</tr>
<tr>
<td>Decrease in other liabilities</td>
<td>(3,974)</td>
<td>-</td>
</tr>
<tr>
<td>Decrease in payables</td>
<td>(12,097)</td>
<td>7,137</td>
</tr>
<tr>
<td>Increase/(decrease) in provisions for employee entitlements</td>
<td>6,086</td>
<td>(1,465)</td>
</tr>
<tr>
<td>Increase /(decrease) in provision for impairment</td>
<td>323</td>
<td>4,451</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td><strong>120,613</strong></td>
<td><strong>86,133</strong></td>
</tr>
</tbody>
</table>
37. Expenditure on external consultants

<table>
<thead>
<tr>
<th></th>
<th>2008 $'000</th>
<th>2007 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>283</td>
<td>435</td>
</tr>
<tr>
<td>Human resource management</td>
<td>199</td>
<td>250</td>
</tr>
<tr>
<td>Information technology</td>
<td>561</td>
<td>409</td>
</tr>
<tr>
<td>Communications</td>
<td>8</td>
<td>72</td>
</tr>
<tr>
<td>Finance and accounting</td>
<td>63</td>
<td>64</td>
</tr>
<tr>
<td>Professional/technical</td>
<td>11,570</td>
<td>7,046</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12,684</strong></td>
<td><strong>8,276</strong></td>
</tr>
</tbody>
</table>

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 $32 million (valuation by Australia Pacific Valuers effective 30 June 2008).
39. Acquisition of Australian Government financial assistance

39.1 DEEWR – CGS and other DEEWR grants

<table>
<thead>
<tr>
<th></th>
<th>Commonwealth Grant Scheme</th>
<th>Indigenous Support Program</th>
<th>Equity Support Program</th>
<th>Disability Support Program</th>
<th>Workplace Reform Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $000</td>
<td>2007 $000</td>
<td>2008 $000</td>
<td>2007 $000</td>
<td>2008 $000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>153,401</td>
<td>141,257</td>
<td>1,384</td>
<td>1,498</td>
<td>372</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>(664)</td>
<td>2,263</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>152,737</td>
<td>143,520</td>
<td>1,384</td>
<td>1,498</td>
<td>372</td>
</tr>
<tr>
<td>Surplus/(deficit) from the previous year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>152,737</td>
<td>143,520</td>
<td>1,384</td>
<td>1,498</td>
<td>372</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>152,737</td>
<td>143,520</td>
<td>1,384</td>
<td>1,498</td>
<td>372</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
39. Acquittal of Australian Government financial assistance (continued)

39.1 DEEWR – CGS and other DEEWR Grants (continued)

<table>
<thead>
<tr>
<th></th>
<th>Workplace Productivity Program</th>
<th>Capital Development Pool</th>
<th>Collaboration and Structural Reform Program</th>
<th>Learning &amp; Teaching Performance Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>390</td>
<td>-</td>
<td>1,300</td>
<td>2,122</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
<td>1,600</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>390</td>
<td>1,600</td>
<td>1,300</td>
<td>2,122</td>
</tr>
<tr>
<td>Surplus/(deficit) from the previous year</td>
<td>190</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>580</td>
<td>1,600</td>
<td>1,300</td>
<td>2,122</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>580</td>
<td>1,410</td>
<td>416</td>
<td>2,122</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>-</td>
<td>190</td>
<td>884</td>
<td>-</td>
</tr>
</tbody>
</table>
Financial statements for the year ended 31 December 2008

**39. Acquittal of Australian Government financial assistance**

(continued)

**39.1 DEEWR – CGS and other DEEWR Grants**

(continued)

<table>
<thead>
<tr>
<th></th>
<th>Improving Practical Comp of Teach Ed</th>
<th>Transitional Cost Program</th>
<th>Graduate Skills Assessment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>1,089</td>
<td>-</td>
<td>2,205</td>
<td>-</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
<td>-</td>
<td>69</td>
<td>-</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>1,089</td>
<td>-</td>
<td>2,274</td>
<td>-</td>
</tr>
<tr>
<td>Surplus/(deficit) from the previous year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>1,089</td>
<td>-</td>
<td>2,274</td>
<td>-</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>522</td>
<td>-</td>
<td>2,274</td>
<td>-</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>567</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
39. Acquittal of Australian Government financial assistance (continued)

39.2 Higher Education Loan Programmes

<table>
<thead>
<tr>
<th></th>
<th>HEC-S-HELP (Australian Government payments only)</th>
<th>FEE-HELP</th>
<th>Total</th>
<th>OS-HELP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>98,995</td>
<td>87,333</td>
<td>13,551</td>
<td>7,650</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>(878)</td>
<td>(115)</td>
<td>587</td>
<td>2,504</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>98,117</td>
<td>87,218</td>
<td>14,138</td>
<td>10,154</td>
</tr>
<tr>
<td>Surplus/(deficit) from the previous year</td>
<td>-</td>
<td>-</td>
<td>1,779</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>98,117</td>
<td>87,218</td>
<td>15,917</td>
<td>10,154</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>98,117</td>
<td>87,218</td>
<td>13,551</td>
<td>8,375</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>-</td>
<td>-</td>
<td>2,366</td>
<td>1,779</td>
</tr>
</tbody>
</table>
39. Acquittal of Australian Government financial assistance (continued)

### 39.3 Scholarships

<table>
<thead>
<tr>
<th></th>
<th>Australian Postgraduate Awards</th>
<th>International Postgraduate Research Scholarships</th>
<th>Commonwealth Education Cost Scholarships</th>
<th>Commonwealth Accommodation Scholarships</th>
<th>Indigenous Access Scholarships</th>
<th>Indigenous Staff Scholarships</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>2,274</td>
<td>2,266</td>
<td>478</td>
<td>436</td>
<td>2,151</td>
<td>1,692</td>
<td>2,862</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(199)</td>
<td>-</td>
<td>(175)</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>2,274</td>
<td>2,266</td>
<td>478</td>
<td>436</td>
<td>1,952</td>
<td>1,692</td>
<td>2,687</td>
</tr>
<tr>
<td>Surplus/(deficit) from the previous year</td>
<td>510</td>
<td>288</td>
<td>(61)</td>
<td>(63)</td>
<td>340</td>
<td>98</td>
<td>370</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>2,784</td>
<td>2,554</td>
<td>417</td>
<td>373</td>
<td>2,292</td>
<td>1,790</td>
<td>3,057</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>2,019</td>
<td>2,044</td>
<td>431</td>
<td>434</td>
<td>1,865</td>
<td>1,450</td>
<td>2,664</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>765</td>
<td>510</td>
<td>(14)</td>
<td>(61)</td>
<td>427</td>
<td>340</td>
<td>393</td>
</tr>
</tbody>
</table>
39. Acquisition of Australian Government financial assistance (continued)

39.4 DfSR Research

<table>
<thead>
<tr>
<th></th>
<th>Institutional Grants Scheme</th>
<th>Research Training Scheme</th>
<th>Small Research</th>
<th>Systemic Infrastructure Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>5,978</td>
<td>6,170</td>
<td>13,038</td>
<td>13,022</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>5,978</td>
<td>6,170</td>
<td>13,038</td>
<td>13,022</td>
</tr>
<tr>
<td>Surplus from the previous year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>5,978</td>
<td>6,170</td>
<td>13,038</td>
<td>13,022</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>5,978</td>
<td>6,170</td>
<td>13,038</td>
<td>13,022</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
39. Acquittal of Australian Government financial assistance (continued)

39.4 DHSR Research (continued)

<table>
<thead>
<tr>
<th></th>
<th>Research Infrastructure Block Grants</th>
<th>Implementation Assistance Programme</th>
<th>Australian Scheme for Higher Education Repositories</th>
<th>Commercialisation Training Scheme</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>2,505</td>
<td>2,546</td>
<td>146</td>
<td>71</td>
<td>242</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>2,505</td>
<td>2,546</td>
<td>146</td>
<td>71</td>
<td>242</td>
</tr>
<tr>
<td>Surplus from the previous year</td>
<td>419</td>
<td>455</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>2,924</td>
<td>3,001</td>
<td>146</td>
<td>71</td>
<td>242</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>2,323</td>
<td>2,582</td>
<td>73</td>
<td>71</td>
<td>122</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>601</td>
<td>419</td>
<td>73</td>
<td>-</td>
<td>120</td>
</tr>
</tbody>
</table>
39. Acquittal of Australian Government financial assistance (continued)

39.5 Voluntary Student Unions
and Better Universities Renewal
Funding

<table>
<thead>
<tr>
<th>VSU Transition Fund</th>
<th>Total</th>
<th>Better Universities Renewal Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>1,530</td>
<td>2,052</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>1,847</td>
<td>(1,847)</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>3,377</td>
<td>205</td>
</tr>
<tr>
<td>Surplus from the previous year</td>
<td>(72)</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>3,305</td>
<td>205</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>3,325</td>
<td>277</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>(20)</td>
<td>(72)</td>
</tr>
</tbody>
</table>
Financial statements for the year ended 31 December 2008

39. Acquittal of Australian Government financial assistance (continued)

39.6 Australian Research Council grants

(a) Discovery

<table>
<thead>
<tr>
<th></th>
<th>Projects</th>
<th>2008 $'000</th>
<th>2007 $'000</th>
<th>Fellowships</th>
<th>2008 $'000</th>
<th>2007 $'000</th>
<th>Indigenous Researchers Development</th>
<th>2008 $'000</th>
<th>2007 $'000</th>
<th>Total 2008 $'000</th>
<th>Total 2007 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>5,548</td>
<td>4,840</td>
<td>329</td>
<td>323</td>
<td>59</td>
<td>55</td>
<td>5,936</td>
<td>5,218</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>(3)</td>
<td>-</td>
<td>3</td>
<td>(3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>5,548</td>
<td>4,840</td>
<td>332</td>
<td>320</td>
<td>59</td>
<td>55</td>
<td>5,938</td>
<td>5,215</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus from the previous year</td>
<td>2,231</td>
<td>2,053</td>
<td>125</td>
<td>455</td>
<td>38</td>
<td>31</td>
<td>2,394</td>
<td>2,539</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>7,779</td>
<td>6,893</td>
<td>457</td>
<td>775</td>
<td>97</td>
<td>86</td>
<td>8,333</td>
<td>7,754</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>5,625</td>
<td>4,662</td>
<td>279</td>
<td>650</td>
<td>107</td>
<td>48</td>
<td>6,011</td>
<td>5,360</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>2,154</td>
<td>2,231</td>
<td>178</td>
<td>125</td>
<td>(10)</td>
<td>38</td>
<td>2,322</td>
<td>2,394</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
39. Ac奎tal of Australian Government financial assistance (continued)

39.6 Australian Research Council grants

(b) Linkages

<table>
<thead>
<tr>
<th></th>
<th>Special Research Initiatives</th>
<th>Infrastructure</th>
<th>International</th>
<th>Projects</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
<td>2007 $'000</td>
<td>2008 $'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>2,040 $'000</td>
<td>2,000 $'000</td>
<td>- $'000</td>
<td>850 $'000</td>
<td>64 $'000</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>2,000 $'000</td>
<td>2,000 $'000</td>
<td>- $'000</td>
<td>- $'000</td>
<td>- $'000</td>
</tr>
<tr>
<td>Revenue for the period</td>
<td>4,040 $'000</td>
<td>4,000 $'000</td>
<td>- $'000</td>
<td>850 $'000</td>
<td>64 $'000</td>
</tr>
<tr>
<td>Surplus/(deficit) from the previous year</td>
<td>(40) $'000</td>
<td>- $'000</td>
<td>(205) $'000</td>
<td>134 $'000</td>
<td>74 $'000</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>4,000 $'000</td>
<td>4,000 $'000</td>
<td>- $'000</td>
<td>(205) $'000</td>
<td>984 $'000</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>1,490 $'000</td>
<td>1,490 $'000</td>
<td>40 $'000</td>
<td>(221) $'000</td>
<td>1,189 $'000</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>2,510 $'000</td>
<td>2,510 $'000</td>
<td>16 $'000</td>
<td>(205) $'000</td>
<td>32 $'000</td>
</tr>
</tbody>
</table>
39. Acquittal of Australian Government financial assistance (continued)

39.6 Australian Research Council grants

(c) Networks and Centres

<table>
<thead>
<tr>
<th>Research Networks</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2008</strong></td>
<td><strong>2007</strong></td>
</tr>
<tr>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programmes)</td>
<td>325</td>
</tr>
<tr>
<td>Net accrual adjustments</td>
<td>-</td>
</tr>
<tr>
<td>Revenue for the Period</td>
<td>325</td>
</tr>
<tr>
<td>Surplus from the previous year</td>
<td>4</td>
</tr>
<tr>
<td>Total revenue including accrued revenue</td>
<td>329</td>
</tr>
<tr>
<td>Less expenses including accrued expenses</td>
<td>353</td>
</tr>
<tr>
<td>Surplus/(deficit) for reporting period</td>
<td>(24)</td>
</tr>
</tbody>
</table>
INDEPENDENT AUDITORS' REPORT

To the Council of Griffith University

Matters relating to the Electronic Presentation of the Audited Financial Report

This audit report relates to the financial report of Griffith University for the year ended 31 December 2008 included on the University's web site. The University Council is responsible for the integrity of the University's web site. We have not been engaged to report on the integrity of the University's web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of this 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 to confirm the information included in the audited financial report presented on this web site.


I have audited the accompanying financial report of Griffith University which comprises the balance sheet as at 31 December 2008, and the income statement, statement of changes in equity and cash flow statement for the year ended on that date, a summary of significant accounting policies, other explanatory notes and certificates given by the Chancellor, Vice-Chancellor and Director, Finance and Business Services of Griffith University.


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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control 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 University, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

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

Independence

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

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

Auditor's Opinion

In accordance with s 466 of the Financial Administration and Audit Act 1977 –

(a) I have received all the information and explanations which I have required; and

(b) in my opinion --

(i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and

(ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards, of the transactions of Griffith University for the financial year 1 January 2008 to 31 December 2008 and of the financial position as at the end of that year.

C.W. DAVIES
(Acting Delegate of the Auditor-General of Queensland)

Dated at Brisbane this 27th day of February 2009.
### Overseas travel

**Arts, Education and Law**

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

Prof. M. McMeniman (Pro Vice Chancellor): China, conference, 12 days, $12,082; India, official business, 5 days, $14,130

**Faculty of Arts**

**Dean of Arts**

Prof. K. Ferres (Dean): England, conference, 17 days, $1,355; France, ASP, 83 days, $2,022

**School of Arts**

- Dr. D. Adair (Res. Fell.): Jamaica, conference, 24 days, $3,430
- Dr. D. Beattie (S. Lect.): England, conference, 17 days, $1,355; France, ASP, 83 days, $2,022
- Prof. A. Bennett (Prof.): Germany, conference, 29 days, $3,250; New Zealand, conference, 9 days, $339
- Dr. B. Buchan (S. Lect.): United Arab Emirates, official business, 11 days, $3,951
- Dr. L. Cameron (Lect.): England, research, 61 days, $13,027
- A/Prof. P. Buckridge (A/Prof.): England, conference, 9 days, $3,540; England, conference, 18 days, $2,754
- A/Prof. R. Ganter (A/Prof.): China, conference, 8 days, $2,101
- Dr. S. Green (Lect.): New Zealand, conference, 7 days, $703
- Dr. J. Johnston (S. Lect.): Canada, conference, 13 days, $4,965
- Dr. J. Keane (S. Lect.): USA, conference, 19 days, $2,774
- Dr. J. MacLeod (Dep. Head of School): USA, research, 7 days, $4,895
- Dr. A. May (Lect.): England, official business, 13 days, $3,803
- Dr. S. May (Res. Fell.): China, research, 18 days, $2,976; Ireland, conference, 17 days, $4,935
- Dr. B. McKay (S. Lect.): England, official business, 23 days, $4,516
- A/Prof. M. Meadows (A/Prof.): Sweden, conference, 24 days, $3,000
- Prof. A. Moran (Prof.): England, conference, 76 days, $13,163
- Dr. G. Murray (S. Lect.): Spain, ASP, 145 days, $3,799; USA, conference, 12 days, $2,746
- Mr. J. Nelson (Lect.): USA, research, 11 days, $3,714
- Dr. F. Paisley (S. Lect.): USA, conference, 18 days, $3,000; USA, research, 22 days, $1,442
- Dr. H. Rane (Lect.): Malaysia, conference, 7 days, $1,999
- A/Prof S. Stockwell (Head of School): New Zealand, conference, 5 days, $567
- Prof. P. Tacon (Prof.): Canada, conference, 8 days, $4,288; China, research, 6 days, $1,652; China, research, 18 days, $5,542; Ireland, conference, 8 days, $2,918; Malaysia, research, 10 days, $707
- Prof. P. Turnbull (Prof.): Austria, conference, 15 days, $2,891; Germany, conference, 11 days, $3,657
- Dr. P. West (S. Lect.): New Zealand, conference, 4 days, $911; USA, conference, 9 days, $4,436
- Prof. P. Wise (A/Prof.): England, conference, 18 days, $7,017
- Dr. I. Woodward (S. Lect.): Germany, research, 31 days, $2,968; New Zealand, conference, 4 days, $773
- Prof. R. Yeo (Dep. Dean – Research): England, research, 34 days, $6,399; England, research, 38 days, $4,139; England, official business, 90 days, $7,528

**School of Criminology and Criminal Justice**

- Dr. H. Hayes (S. Lect.): New Zealand, research, 5 days, $1,500; Spain, conference, 8 days, $4,459
- Prof. R. Homel (Prof.): Denmark, conference, 16 days, $7,270; USA, conference, 10 days, $804
- Dr. B. Leclerc (Res. Fell.): Turkey, conference, 7 days, $3,735
- Prof. L. Mazerolle (Prof.): USA, conference, 7 days, $6,172
- Prof. S. Smallbone (Prof.): England, conference, 26 days, $7,730
- A/Prof A. Stewart (Head of School): USA, conference, 6 days, $2,354; USA, conference, 8 days, $2,647
- Prof. R. Wortley (Head of School): Slovenia, conference, 17 days, $8,462; Turkey, conference, 15 days, $3,009

**Griffith Film School**

Prof. C. Caldwell (Head of School): China, conference, 9 days, $1,133; India, official business, 6 days, $2,077; Singapore, conference, 27 days, $1,625; USA, conference, 10 days, $4,057

A/Prof T. Fitzsimons (A/Prof.): China, conference, 11 days, $1,688

Mr. N. Oughton (S. Lect.): China, conference, 9 days, $1,518

A/Prof A. Spark (A/Prof.): China, official business, 9 days, $1,805; India, official business, 6 days, $2,017; Singapore, conference, 21 days, $1,720

Mr. A. Waller (Technical Officer): USA, conference, 28 days, $4,967
School of Languages and Linguistics
A/Prof D. Cao (Head of School):
China, ASP, 21 days, $2,464;
England, official business, 13 days, $2,760;
France, conference, 11 days, $3,876
Ms A. Diaz (Lect.):
South Africa, conference, 12 days, $1,153
Mr K. Hagihara (Lect.):
Switzerland, conference, 7 days, $2,610
Dr M. Haugh (Lect.):
New Zealand, ASP, 32 days, $1,784
Prof M. Levy (Prof.):
Germany, ASP, 13 days, $4,342;
Japan, ASP, 6 days, $2,128
Dr C. Poyatos-Matas (Lect.):
Canada, conference, 33 days, $7,042
Dr S. Trevaskes (S. Lect.):
China, official business, 8 days, $3,789;
China, research, 29 days, $7,184
Ms Y. Wang (S. Lect.):
China, research, 8 days, $1,656;
Japan, conference, 6 days, $2,108;
Spain, conference, 27 days, $5,269
Dr H. Willcock (S. Lect.):
England, conference, 7 days, $2,579
Centre of Excellence in Policing
and Security
Dr R. Denning (A/Dir.):
New Zealand, official business, 5 days, $1,171;
USA, conference, 7 days, $5,028
Prof M. Finnane (Chief Investigator):
China, official business, 19 days, $3,646
Centre for Public Culture and Ideas
Prof A. Haebich (Prof.):
USA, official business, 14 days, $3,280
Key Centre for Ethics, Law, Justice
and Governance
Dr M. Abdalla (Dr.):
USA, official business, 6 days, $4,000
Mr B. Adams (Res. Ass.):
Canada, official business, 9 days, $4,253;
USA, conference, 27 days, $4,700
Prof H. Adelman (Principal Res. Fell.):
Canada, official business, 17 days, $8,615;
Canada, official business, 7 days, $880;
USA, official business, 18 days, $2,653;
USA, official business, 64 days, $11,859
Dr T. Allard (Res. Fell.):
USA, conference, 18 days, $3,419
Mr D. Birks (S. Res. Ass.):
USA, conference, 14 days, $2,901
Dr S. Branch (Res. Fell.):
New Zealand, official business, 4 days, $453
Prof R. Broadhurst (Honorary Prof.):
Cambodia, official business, 21 days, $630
Ms M. Lewis (S. Res. Ass.):
Indonesia, official business, 5 days, $2,229
Prof P. Mazerolle (Dir.):
Canada, official business, 10 days, $3,952;
China, conference, 4 days, $2,589;
USA, official business, 20 days, $5,001
Ms S. McHugh (Program Mgr.):
South Africa, conference, 14 days, $3,982
Dr G. McIvor (S. Res. Fell.):
England, conference, 36 days, $6,445;
New Zealand, research, 4 days, $1,215;
New Zealand, research, 6 days, $947
Mr J. Oglvie (Res. Ass.):
USA, conference, 18 days, $2,901
Prof C. Sampford (Dir.):
Canada, official business, 232 days, $33,589;
Philippines, official business, 3 days, $4,412
Ms D. Smith (Clinician):
England, conference, 30 days, $7,633
Faculty of Education
Dean of Education
A/Prof D. Keen (Dep. Dean – Research):
South Africa, conference, 16 days, $1,841
Prof C. Wyatt-Smith (Dean):
England, conference, 13 days, $8,771
School of Education and Professional
Studies – Brisbane and Logan
Prof M. Balfour (Prof.):
Hong Kong, official business, 2 days, $2,090
Prof B. Bartlett (Prof.):
Italy, conference, 12 days, $3,546
Dr W. Beamish (Lect.):
Turkey, conference, 32 days, $3,392
Mr F. Bevan (Lect.):
England, conference, 37 days, $5,135
Prof S. Billett (Prof.):
Finland, conference, 21 days, $7,117;
Netherlands, conference, 11 days, $1,061;
USA, conference, 9 days, $2,625
Mr G. Booker (S. Lect.):
Mexico, conference, 9 days, $765
A/Prof P. Bundy (Dep. Head of School):
Hong Kong, official business, 2 days, $1,816;
Hong Kong, official business, 13 days, $3,548
Prof N. Dempster (Prof.):
Canada, official business, 15 days, $3,566;
England, conference, 9 days, $3,354
Dr J. Dunn (S. Lect.):
Hong Kong, official business, 13 days, $3,195
Prof D. Dymock (S. Res. Fell.):
England, conference, 19 days, $2,591
Dr M. Fletcher (S. Lect.):
Papua New Guinea, official business, 7 days, $1,521
Mr M. Freakley (Lect.):
Japan, conference, 4 days, $2,608
Dr J. Freiberg (Lect.):
China, research, 8 days, $1,656
A/Prof R. Gardner (A/Prof.):
China, research, 8 days, $1,656
Dr K. Hartwig (Lect.):
Canada, official business, 19 days, $3,800;
Canada, official business, 20 days, $8,544;
Canada, official business, 25 days, $8,389
Prof G. Johnson (Prof.):
China, research, 8 days, $1,656;
England, research, 23 days, $4,107;
USA, ASP, 29 days, $2,952
Dr S. Johnston (Lect.):
China, research, 8 days, $1,656
Dr J. Kearney (Lect.):
USA, conference, 10 days, $2,411
Overseas travel (continued)

Mr W. Lang (Lect.): Netherlands, conference, 9 days, $4,113
Dr L. Liyanage (Lect.): New Zealand, conference, 11 days, $1,711;
Kiribati, official business, 53 days, $16,070;
USA, research, 142 days, $4,607
Dr S. Nisbet (S. Lect.):
USA, conference, 6 days, $1,273;
USA, ASP, 22 days, $4,845
Dr M. Pavlova (S. Lect.):
China, research, 7 days, $1,875
Dr C. Sim (S. Lect.):
England, conference, 10 days, $3,750
Mr R. Smith (Lect.):
South Africa, conference, 8 days, $3,117
A/Prof P. Thomas (A/ Prof.):
USA, conference, 14 days, $5,585
Dr L. Wheelahan (S. Lect.):
England, conference, 26 days, $2,996
Prof R. Zevenbergen (Prof.):
USA, conference, 15 days, $3,520;
Italy, conference, 11 days, $3,857

School of Education and Professional Studies – Gold Coast

Dr H. Austin (S. Lect.):
Canada, official business, 16 days, $10,409;
USA, official business, 11 days, $966
Dr J. Ballantyne (Lect.):
Italy, conference, 27 days, $6,229
Dr G. Birch (S. Lect.):
Kiribati, official business, 7 days, $2,031;
Kiribati, official business, 53 days, $2,090
A/Prof G. Finger (A/Prof.):
Taiwan, official business, 12 days, $745
Dr K. Glasswell (S. Lect.):
USA, official business, 27 days, $5,013;
New Zealand, research, 3 days, $1,373
A/Prof D. Jones (Adj. A/Prof.):
Canada, official business, 14 days, $9,578
A/Prof H. Middleton (A/Prof.):
USA, official business, 17 days, $11,240
A/Prof J. Skinner (A/Prof.):
Canada, official business, 18 days, $10,656
Mr J. Zagami (Lect.):
USA, official business, 19 days, $7,752

Professional Experience Office

Ms R. Franklin (Dir.):
USA, conference, 14 days, $2,590

Griffith Law School

Ms K. Burns (Lect.):
England, conference, 13 days, $3,116
Dr C. Butler (Lect.):
Greece, ASP, 8 days, $4,106
Dr R. de Silva Wijeratne (Lect.):
USA, conference, 13 days, $4,013
Mr A. Francis (Lect.):
Italy, ASP, 9 days, $4,292
Prof J. Giddings (Prof.):
Central African Republic, conference,
15 days, $4,531;
Philippines, ASP, 8 days, $2,104;
USA, official business, 13 days, $3,912
Prof R. Johnstone (Dep. Dean – Research):
Canada, official business, 7 days, $1,583;
USA, official business, 10 days, $3,427
A/Prof M. Keyes (Dep. Dean – Learning & Teaching):
Austria, conference, 11 days, $909;
New Zealand, ASP, 9 days, $502
Ms M. Lawler (A/Lect.):
England, conference, 13 days, $4,431
A/Prof W. MacNeil (A/Prof.):
USA, ASP, 83 days, $2,727
Dr E. Marchetti (S. Lect.):
England, research, 28 days, $2,976;
Italy, conference, 25 days, $7,066
Prof R. McQueen (Prof.):
Canada, conference, 10 days, $2,493
Ms L. Weathered (Lect.):
USA, conference, 12 days, $3,282
Ms T. Wilson (S. Lect.):
Austria, official business, 21 days, $3,858;
England, ASP, 18 days, $6,667
Dr A. Zahar (Lect.):
Netherlands, research, 7 days, $2,614

Legal Practice Centre

Ms L. Kochanski (Lect.):
England, conference, 10 days, $6,085
A/Prof J. McMaster-Kirkwood (Dir.):
New Zealand, conference, 3 days, $1,510

Queensland College of Art

Mr R. Blundell (Dep. Dir.):
Norway, official business, 14 days, $9,405
Mr E. Bridger (Dep. Dir.):
China, official business, 20 days, $1,768;
Norway, official business, 19 days, $4,016
Mr B. Byrne (Secretary):
Japan, official business, 18 days, $2,122
Mr R. Craig (S. Lect.):
Japan, ASP, 27 days, $4,817
Mr S. Di Mauro (S. Lect.):
Hong Kong, conference, 11 days, $1,755;
Italy, official business, 44 days, $2,651
A/Prof B. English (A/Prof.):
Japan, research, 12 days, $3,755
Ms R. Hawker (S. Lect.):
England, conference, 10 days, $5,023
Mr A. Hill (Co-ordinator):
China, official business, 20 days, $6,236
Prof P. Hoffie (Dir.):
Japan, official business, 10 days, $3,609;
England, official business, 15 days, $4,373;
New Zealand, official business, 3 days, $217
Mr D. Lloyd (S. Lect.):
Rwanda, official business, 17 days, $1,210
Dr D. Marcus (S. Lect.):
USA, research, 28 days, $4,014
Dr D. Porch (Convenor):
Taiwan, conference, 18 days, $2,234;
Thailand, official business, 33 days, $2,016
Mr P. Wanny (Lect.):
China, official business, 20 days, $4,359
Ms J. Watson (Lect.):
Germany, research, 28 days, $3,071
A/Prof R. Woodrow (Dep. Dir.):
England, conference, 16 days, $3,096
A/Prof J. Younger (A/Prof.):
Taiwan, conference, 16 days, $2,990;
Thailand, official business, 41 days, $1,400
Queensland Conservatorium

Dr B. Bartleet (Res. Fell./Lect.): USA, official business, 27 days, $2,982
Mr J. Byzantine (S. Lect.): Malaysia, conference, 8 days, $4,544
Ms S. Clem (Mgr.): USA, official business, 10 days, $6,031
Prof P. Draper (Griffith Chair in Digital Arts): Italy, conference, 8 days, $2,824; USA, research, 9 days, $4,685
Dr S. Emmerson (S. Lect.): Germany, official business, 17 days, $2,700
Dr S. Harrison (Lect.): England, ASP, 31 days, $5,348
Mr P. Luff (S. Lect.): USA, conference, 9 days, $3,302
Ms A. Nisbet (Head of Vocal Studies): USA, conference, 33 days, $3,895
Prof H. Schippers (Prof.): Italy, conference, 7 days, $924; Netherlands, conference, 26 days, $3,470; Slovenia, conference, 20 days, $5,169; USA, conference, 5 days, $3,758
Ms J. Wolfe (International Enq & English Support): USA, official business, 5 days, $1,348

Office of the Pro Vice Chancellor (Business)

Prof C. Aul (Dean – International): Belgium, official business, 15 days, $18,241; China, official business, 4 days, $3,217; China, conference, 19 days, $20,460; Colombia, official business, 14 days, $20,834; India, official business, 3 days, $9,459; USA, conference, 4 days, $3,516
Prof G. Cuskey (Dean – Research): England, conference, 45 days, $15,382; New Zealand, conference, 5 days, $585; Singapore, official business, 5 days, $1,875; Thailand, official business, 5 days, $2,249
Prof L. Frazer (Learning & Teaching): France, conference, 19 days, $6,094; USA, conference, 5 days, $2,099; USA, conference, 7 days, $3,420; Vietnam, research, 8 days, $4,712
Dr R. Hulins (Projects Mgr.): Canada, conference, 8 days, $6,100; Canada, official business, 10 days, $1,761; Malaysia, conference, 4 days, $2,888; Singapore, official business, 5 days, $1,695; Taiwan, conference, 6 days, $927; USA, conference, 9 days, $6,864
Prof W. Shepherd (Dean – Academic): India, conference, 22 days, $9,807

Accreditation and Quality

Prof A. Shulman (Adviser – Quality/Int’l Accred.): India, conference, 7 days, $1,995; USA, conference, 4 days, $1,934; USA, conference, 25 days, $4,608; USA, conference, 34 days, $4,885

Griffith Business School

Department of Accounting, Finance and Economics
Dr A. Akimov (Lect.): Russia, conference, 12 days, $2,882
Dr P. Auyeung (S. Lect.): Thailand, conference, 27 days, $2,484
A/Prof J. Bandara (A/Prof.): Sri Lanka, official business, 13 days, $742
Dr M. Brimble (S. Lect.): South Africa, official business, 15 days, $2,946; USA, conference, 7 days, $3,420

Dr W. Cheung (Lect.): China, official business, 9 days, $2,674
Mr b. Freudenberg (S. Lect.): Belgium, conference, 7 days, $3,605; New Zealand, conference, 12 days, $614; USA, conference, 21 days, $937
Prof R. Guest (Discipline Head): Canada, conference, 8 days, $8,353; South Africa, conference, 14 days, $5,167
Dr A. Huang (S. Lect.): China, official business, 12 days, $4,069; China, conference, 30 days, $4,518; Hong Kong, official business, 17 days, $1,662
Dr D. Lammimaki (S. Lect.): USA, official business, 25 days, $4,046
Prof A. Makin (Prof.): Japan, conference, 4 days, $3,236
Dr L. McManus (Primary Program Dir.): United Arab Emirates, research, 14 days, $2,273
Prof L. Mia (Prof.): Germany, research, 121 days, $5,934
A/Prof E. Roca (A/Prof.): Canada, ASP, 38 days, $1,467
Prof S. Selvanathan (Prof.): India, official business, 34 days, $2,327; India, ASP, 42 days, $2,779
Ms S. Simmons (Lect.): Netherlands, conference, 5 days, $3,160
Prof J. Stewart (Discipline Head): Netherlands, official business, 10 days, $1,341
Dr L. Worthington (Lect.): Greece, conference, 9 days, $4,102

Department of Employment Relations

Prof G. Bamber (Prof.): China, conference, 9 days, $3,725; England, conference, 30 days, $5,670; South Africa, conference, 42 days, $3,429
Dr L. Winata (Lect.): New Zealand, research, 4 days, $1,918; New Zealand, research, 5 days, $1,034

Business

Pro Vice Chancellor (Business)

Prof M. Powell (Pro Vice Chancellor): New Zealand, official business, 3 days, $1,240; Norway, conference, 8 days, $13,056; Singapore, conference, 3 days, $7,494; United Arab Emirates, official business, 6 days, $9,555; USA, conference, 6 days, $9,892; USA, conference, 8 days, $12,287

Office of the Pro Vice Chancellor (Business)

Prof C. Auld (Dean – International): Belgium, official business, 15 days, $18,241; China, official business, 4 days, $3,217; China, conference, 19 days, $20,460; Colombia, official business, 14 days, $20,834; India, official business, 3 days, $9,459; USA, conference, 4 days, $3,516
Prof G. Cuskey (Dean – Research): England, conference, 45 days, $15,382; New Zealand, conference, 5 days, $585; Singapore, official business, 5 days, $1,875; Thailand, official business, 5 days, $2,249
Prof L. Frazer (Learning & Teaching): France, conference, 19 days, $6,094; USA, conference, 5 days, $2,099; USA, conference, 7 days, $3,420; Vietnam, research, 8 days, $4,712
Dr R. Hulins (Projects Mgr.): Canada, conference, 8 days, $6,100; Canada, official business, 10 days, $1,761; Malaysia, conference, 4 days, $2,888; Singapore, official business, 5 days, $1,695; Taiwan, conference, 6 days, $927; USA, conference, 9 days, $6,864
Prof W. Shepherd (Dean – Academic): India, conference, 22 days, $9,807

Accreditation and Quality

Prof A. Shulman (Adviser – Quality/Int’l Accred.): India, conference, 7 days, $1,995; USA, conference, 4 days, $1,934; USA, conference, 25 days, $4,608; USA, conference, 34 days, $4,885

Griffith Business School

Department of Accounting, Finance and Economics
Dr A. Akimov (Lect.): Russia, conference, 12 days, $2,882
Dr P. Auyeung (S. Lect.): Thailand, conference, 27 days, $2,484
A/Prof J. Bandara (A/Prof.): Sri Lanka, official business, 13 days, $742
Dr M. Brimble (S. Lect.): South Africa, official business, 15 days, $2,946; USA, conference, 7 days, $3,420

Dr W. Cheung (Lect.): China, official business, 9 days, $2,674
Mr b. Freudenberg (S. Lect.): Belgium, conference, 7 days, $3,605; New Zealand, conference, 12 days, $614; USA, conference, 21 days, $937
Prof R. Guest (Discipline Head): Canada, conference, 8 days, $8,353; South Africa, conference, 14 days, $5,167
Dr A. Huang (S. Lect.): China, official business, 12 days, $4,069; China, conference, 30 days, $4,518; Hong Kong, official business, 17 days, $1,662
Dr D. Lammimaki (S. Lect.): USA, official business, 25 days, $4,046
Prof A. Makin (Prof.): Japan, conference, 4 days, $3,236
Dr L. McManus (Primary Program Dir.): United Arab Emirates, research, 14 days, $2,273
Prof L. Mia (Prof.): Germany, research, 121 days, $5,934
A/Prof E. Roca (A/Prof.): Canada, ASP, 38 days, $1,467
Prof S. Selvanathan (Prof.): India, official business, 34 days, $2,327; India, ASP, 42 days, $2,779
Ms S. Simmons (Lect.): Netherlands, conference, 5 days, $3,160
Prof J. Stewart (Discipline Head): Netherlands, official business, 10 days, $1,341
Dr L. Worthington (Lect.): Greece, conference, 9 days, $4,102

Department of Employment Relations

Prof G. Bamber (Prof.): China, conference, 9 days, $3,725; England, conference, 30 days, $5,670; South Africa, conference, 42 days, $3,429
Dr L. Winata (Lect.): New Zealand, research, 4 days, $1,918; New Zealand, research, 5 days, $1,034
Overseas travel (continued)

Dr K. Broadbent (S. Lect.):
England, conference, 13 days, $3,794
Prof D. Peetz (Prof.):
Canada, conference, 8 days, $2,297;
Spain, ASP, 145 days, $10,473
A/Prof B. Russell (A/Prof.):
South Africa, conference, 10 days, $3,719
Prof G. Strachan (Prof.):
New Zealand, conference, 8 days, $1,999
Mr K. Townsend (Res. Fell.):
USA, conference, 42 days, $3,014
Prof A. Wilkinson (Prof.):
England, official business, 9 days, $10,248;
New Zealand, research, 3 days, $1,999

Department of International Business and Asian Studies

Dr B. Bishop (S. Lect.):
England, ASP, 64 days, $8,108;
Vietnam, conference, 7 days, $2,641
A/Prof J. Butcher (A/Prof.):
Indonesia, research, 21 days, $1,777
Dr L. Crump (S. Lect.):
France, official business, 8 days, $960
Dr M. Hossain (S. Lect.):
Bangladesh, research, 52 days, $1,052;
China, official business, 18 days, $4,784;
England, conference, 37 days, $4,204;
India, official business, 60 days, $2,699;
Singapore, research, 41 days, $1,676
A/Prof J. Howell (A/Prof.):
Indonesia, conference, 11 days, $1,639;
Indonesia, research, 13 days, $1,830;
Netherlands, conference, 20 days, $3,723
Prof Y. Kwon (Prof.):
Korea, official business, 13 days, $3,354;
Korea, official business, 16 days, $1,980;
Korea, ASP, 66 days, $2,938;
Korea, official business, 7 days, $4,195
Prof C. Mackerras (Emeritus Prof.):
USA, conference, 32 days, $1,936
Dr A. Riege (S. Lect.):
Germany, ASP, 279 days, $17,284
Ms R. Roberts (Lect.):
China, official business, 20 days, $2,571;
China, official business, 25 days, $4,497

Dr P. Ross (Program Dir.):
Vietnam, conference, 7 days, $2,619;
Malaysia, ASP, 184 days, $17,173
A/Prof D. Schak (Adj. A/Prof.):
USA, conference, 18 days, $3,455
Prof A. Selvanathan (Prof.):
China, official business, 6 days, $2,898;
India, conference, 33 days, $2,327;
India, ASP, 153 days, $8,011;
Malaysia, conference, 3 days, $1,906
Dr M. Sinclair (Acting BIB):
USA, conference, 15 days, $2,517
Dr D. Smith (Lect.):
China, official business, 57 days, $1,528;
China, ASP, 61 days, $3,451

Department of Management

Prof M. Barker (Prof.):
France, official business, 46 days, $1,285
Dr N. Bissett (S. Lect.):
Netherlands, conference, 20 days, $3,717
A/Prof B. Bowden (A/Prof.):
Canada, official business, 19 days, $2,269
A/Prof B. Bradley (A/Prof.):
Canada, official business, 17 days, $5,714
Dr Y. Brunetto (S. Lect.):
England, conference, 21 days, $8,812;
Ireland, conference, 8 days, $5,092;
USA, conference, 6 days, $4,641
Prof P. Couchman (Prof.):
Hong Kong, official business, 6 days, $2,554;
Netherlands, conference, 22 days, $3,318;
New Zealand, conference, 5 days, $1,337
Dr R. Fisher (Lect.):
England, research, 71 days, $1,671;
Hong Kong, research, 7 days, $2,585;
Hong Kong, official business, 7 days, $4,749
Prof L. Fulop (Prof.):
New Zealand, conference, 4 days, $617
Prof J. Gammack (Prof.):
China, official business, 11 days, $4,286
Dr R. Gapp (S. Lect.):
Hong Kong, official business, 6 days, $3,619
Dr G. Guzman (Dep. Head of Department):
Brazil, official business, 38 days, $4,322;
Hong Kong, official business, 9 days, $2,867

Dr P. Jordan (Prof.):
England, conference, 9 days, $6,691;
New Zealand, conference, 8 days, $1,958;
USA, conference, 6 days, $3,099;
USA, conference, 8 days, $3,031
Dr R. McPhail (Primary Program Dir.):
England, research, 8 days, $3,037;
Hong Kong, official business, 6 days, $2,613
Mr S. Mish (Res. Fell.):
Thailand, official business, 5 days, $1,615
Prof K. Parry (Prof.):
Slovenia, conference, 40 days, $2,945
Dr A. Poropat (A/Lect.):
Hong Kong, official business, 9 days, $1,948
Dr S. Ramsay (Lect.):
Canada, conference, 8 days, $3,133
Dr K. Sandhu (Lect.):
Hong Kong, official business, 7 days, $2,810;
India, official business, 25 days, $16,166
Dr L. Sanzogni (Head of Department):
China, official business, 5 days, $2,372
Dr A. Shacklock (S. Lect.):
China, official business, 12 days, $1,567;
Hong Kong, official business, 13 days, $2,360;
USA, ASP, 135 days, $21,254
Dr K. Shacklock (Lect.):
Hong Kong, official business, 7 days, $2,542;
USA, research, 112 days, $10,557
Dr M. Thite (S. Lect.):
India, research, 16 days, $2,757
Dr N. Timo (S. Lect.):
Netherlands Antilles, conference, 12 days, $3,886;
New Zealand, research, 7 days, $748
Dr A. Troth (S. Lect.):
Hong Kong, official business, 7 days, $4,895;
USA, conference, 6 days, $5,170;
USA, conference, 6 days, $3,099
Dr Z. Wong (Lect.):
United Arab Emirates, research, 7 days, $2,805

Dr P. Woods (Lect.):
China, conference, 7 days, $2,358;
Hong Kong, official business, 10 days, $2,691; United Arab Emirates, official business, 6 days, $5,431

Department of Marketing

Dr T. Gatfield (Lect.):
China, official business, 14 days, $2,877;
England, conference, 78 days, $4,789

A/Prof D. Grace (A/Prof.):
Hong Kong, official business, 5 days, $3,394

Dr D. Griffin (Lect.):
Hong Kong, official business, 9 days, $2,492

Dr C. Herrington (S. Lect.):
New Zealand, conference, 2 days, $1,331;
United Arab Emirates, official business, 4 days, $2,958

A/Prof A. Lye (A/Prof.):
Canada, conference, 21 days, $6,501;
Canada, research, 27 days, $1,664

Prof B. Merrilees
(Dep. Head of Department):
England, conference, 12 days, $2,543

Dr D. Miller (S. Lect.):
England, conference, 12 days, $3,040;
Hong Kong, official business, 9 days, $4,801

A/Prof G. Mort (Head of Department):
England, conference, 26 days, $4,578;
USA, conference, 7 days, $4,316

Mr M. Ross (Lect.):
New Zealand, conference, 5 days, $310

Dr S. Schembri (Lect.):
England, conference, 8 days, $2,691;
New Zealand, conference, 5 days, $799

Mr O. Wright (Lect.):
Hong Kong, official business, 10 days, $3,408

Department of Politics and Public Policy

Dr G. Baker (S. Lect.):
England, official business, 73 days, $2,825;
USA, conference, 5 days, $2,344

Ms D. Di Piramo (Lect.):
USA, official business, 28 days, $3,268

Prof J. Kane (Prof.):
Finland, conference, 10 days, $2,085;
Hong Kong, research, 4 days, $995;
USA, conference, 6 days, $3,724;
USA, research, 8 days, $1,329;
USA, conference, 13 days, $3,743

A/Prof B. O’Connor (A/Prof.):
USA, ASP, 206 days, $10,926

Prof H. Patapan (Prof.):
Finland, conference, 10 days, $2,218;
Hong Kong, research, 4 days, $1,195;
Malaysia, research, 4 days, $838;
USA, conference, 6 days, $1,495;
USA, conference, 13 days, $3,282

Dr E. Van Acker (S. Lect.):
England, research, 17 days, $5,074

Prof P. Weller (Prof.):
China, official business, 14 days, $5,443;
England, official business, 17 days, $2,292;
USA, research, 7 days, $6,399

Department of Tourism, Leisure, Hotel and Sport Management

Mr B. Bell (Lect.):
India, conference, 11 days, $2,722

Dr K. Butcher (S. Lect.):
Hong Kong, official business, 28 days, $1,805;
Thailand, conference, 30 days, $5,583

Prof M. Davidson (Prof.):
China, official business, 4 days, $1,513;
England, official business, 9 days, $3,554;
USA, ASP, 133 days, $9,148

Prof D. Funk (Prof.):
Canada, conference, 11 days, $2,752;
Germany, conference, 14 days, $3,658;
USA, research, 15 days, $3,428;
USA, ASP, 203 days, $3,727

Prof C. Gilding (Prof.):
England, official business, 16 days, $5,510;
Indonesia, research, 12 days, $1,655;
USA, ASP, 23 days, $7,366

Mr R. Hales (A/Lect.):
Hong Kong, official business, 5 days, $3,670

Dr M. Harrington (S. Lect.):
Canada, conference, 11 days, $3,835

Dr T. Harrison-Hill (Lect.):
USA, ASP, 71 days, $6,523

Mr G. Hornby (A/Lect.):
France, conference, 35 days, $2,257

A/Prof G. Jennings (A/Prof.):
USA, conference, 4 days, $1,589;
Ireland, conference, 12 days, $2,943

Dr C. King (Lect.):
Hong Kong, official business, 6 days, $3,654;
Hong Kong, official business, 21 days, $2,586

Dr K. Marles (Lect.):
Hong Kong, conference, 30 days, $5,473;
USA, conference, 22 days, $4,387

Dr D. O’Brien (S. Lect.):
Hong Kong, official business, 6 days, $2,997;
Samoa, research, 11 days, $3,102

Dr A. Patiar (S. Lect.):
England, research, 24 days, $3,856;
Hong Kong, official business, 10 days, $3,783

Ms M. Pratt (A/Lect.):
Hong Kong, official business, 8 days, $2,856;
Italy, conference, 17 days, $7,122

Dr M. Raybould (Lect.):
Hong Kong, official business, 6 days, $3,489

Dr J. Rynne (Lect.):
China, official business, 7 days, $4,274;
Czech Republic, conference, 9 days, $4,814;
Hong Kong, official business, 6 days, $2,175

Prof B. Sparks (Prof.):
Germany, conference, 16 days, $5,879;
Fiji, conference, 4 days, $2,539

Prof K. Toohey (Head of Department):
Hong Kong, official business, 4 days, $2,998;
Japan, conference, 38 days, $5,425

Prof D. Weaver (Prof.):
Spain, conference, 10 days, $3,489;
USA, official business, 30 days, $5,307

A/Prof H. Wilkins (A/Prof.):
Hong Kong, official business, 3 days, $2,389;
Hong Kong, official business,
Overseas travel (continued)

17 days, $4,151; Hong Kong, official business, 19 days, $5,903
Dr D. Zakus (S. Lect.):
China, official business, 32 days, $3,077;
Germany, conference, 18 days, $1,465;
New Zealand, conference, 6 days, $1,281

Centre for Governance and Public Policy
Dr S. Davies (ARC Postdoctoral Fell.):
Philippines, research, 22 days, $8,886;
USA, conference, 9 days, $7,002
Dr R. Pelizzo (Res. Fell.):
USA, research, 15 days, $2,863
Prof J. Sharmann (Prof.):
Nauru, official business, 8 days, $1,399;
Panama, research, 26 days, $11,579;
USA, research, 21 days, $11,580;
Vanuatu, official business, 11 days, $3,492
Prof Y. Xu (Res. Fell.):
Canada, research, 29 days, $10,217;
USA, research, 7 days, $3,520

Griffith Asia Institute
Prof M. Dutton (Res. Chair):
China, research, 11 days, $2,355
Dr M. Heazle (Res. Fell.):
England, research, 54 days, $4,982
Dr S. McCarthy (Res. Fell.):
Singapore, research, 9 days, $1,711;
USA, research, 17 days, $3,146
Dr A. Selth (Res. Fell.):
Indonesia, research, 17 days, $2,709;
Thailand, research, 23 days, $4,663
Prof M. Wesley (Dir.):
China, official business, 3 days, $1,648;
China, official business, 2 days, $1,228;
China, official business, 8 days, $14,869;
New Zealand, conference, 2 days, $694;
Singapore, conference, 2 days, $1,483

Griffith Sports College
Mr M. Jeh (Mgr.):
Japan, conference, 2 days, $5,910

Griffith Health

Pro Vice Chancellor (Health)
Prof A. Cripps (Pro Vice Chancellor):
Italy, conference, 27 days, $19,996;
Iceland, conference, 13 days, $3,566;
Oman, conference, 10 days, $16,489;
United Arab Emirates, official business, 5 days, $11,520

Griffith Health Executive
Prof N. Buys ( Acting Dean – Academic):
Germany, conference, 15 days, $4,314
Prof D. Creedy (Dean – Academic):
England, conference, 15 days, $2,509
Prof L. Griffiths (Dean – Research):
Greece, conference, 13 days, $6,482;
USA, research, 8 days, $5,593;
USA, conference, 10 days, $6,400
Ms K. Schwarz (PA to Dean):
Germany, official business, 13 days, $1,432

School of Dentistry and Oral Health
Dr J. Gao (S. Lect.):
Canada, official business, 7 days, $4,851;
China, official business, 11 days, $2,884;
China, official business, 18 days, $2,414;
China, research, 26 days, $2,090
Prof N. Johnson (Dean & Head of School):
China, official business, 3 days, $1,860;
China, official business, 7 days, $3,929;
USA, official business, 5 days, $4,862
A/Prof J. Kroon (A/Prof.):
Canada, conference, 13 days, $1,000
Prof F. Mack (Comprehensive Adult Dental Care):
Canada, conference, 8 days, $6,473;
England, conference, 5 days, $4,747
Dr M. Meer (S. Lect.):
New Zealand, official business, 5 days, $855
Dr R. Nair (S. Lect.):
India, official business, 11 days, $1,927
Prof T. Remmerbach (Prof.):
Germany, official business, 1 day, $5,478;
Germany, conference, 11 days, $2,229;
Germany, official business, 18 days, $3,312
Ms L. Short (S. Lect.):
England, official business, 53 days, $3,393

School of Human Services
Dr F. Campbell (S. Lect.):
USA, official business, 11 days, $4,623
Ms J. Cartmel (Lect.):
Norway, conference, 22 days, $7,507
Prof L. Chenoweth (Prof.):
South Africa, conference, 6 days, $1,668
A/Prof J. Clapton (Head of School):
South Africa, conference, 12 days, $5,172
Dr J. Clark (Lect.):
South Africa, conference, 25 days, $4,289

Dr J. Fowler (S. Lect.):
Canada, official business, 18 days, $8,283;
USA, research, 30 days, $6,384
Dr S. Larmar (Lect.):
England, ASP, 196 days, $7,703;
Ireland, conference, 7 days, $1,751
Dr K. Macfarlane (S. Lect.):
USA, ASP, 83 days, $28,752
Ms C. Randall (Lect.):
Germany, conference, 15 days, $3,314
Dr C. Tilbury (S. Lect.):
Canada, official business, 11 days, $4,896;
England, ASP, 35 days, $6,395;
USA, conference, 29 days, $4,703

School of Medical Science
Prof J. Headrick (Prof.):
USA, conference, 5 days, $4,705
A/Prof V. Korolik (A/Prof.):
USA, conference, 13 days, $6,002;
USA, official business, 33 days, $2,259;
China, official business, 41 days, $2,833
Dr R. Lea (Lect.):
New Zealand, research, 4 days, $981
A/Prof N. Morrison (A/Prof.):
USA, conference, 7 days, $5,289;
USA, conference, 8 days, $4,222
Prof J. Neuzil (Prof.):
New Zealand, official business, 74 days, $4,355;
Prague, research, 49 days, $2,767
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<th>Name</th>
<th>Department</th>
<th>Country</th>
<th>Activity Type</th>
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<td>Dr I. Peak</td>
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<td>conference</td>
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<td>United Arab Emirates, official business</td>
<td>165 days</td>
<td>$26,972</td>
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<tr>
<td>Dr E. Petcu</td>
<td>(S. Lect.)</td>
<td>Czech Republic</td>
<td>conference</td>
<td>19 days</td>
<td>$6,641</td>
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<td>conference</td>
<td>21 days</td>
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<tr>
<td>Ms. H. James</td>
<td>(Adj. S. Lect.)</td>
<td>England</td>
<td>conference</td>
<td>4 days</td>
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<td>official business</td>
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<td>$2,497</td>
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<tr>
<td>Dr M. Jessup</td>
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<td>Mr G. Mellor</td>
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<td>Prof W. Moyle</td>
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<tr>
<td>Prof E. Patterson</td>
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<td>2 days</td>
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<td>New Zealand</td>
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<tr>
<td>Mr R. Shaban</td>
<td>(Clinical Res. Fell.)</td>
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<td>A/Prof W. St John</td>
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<td>conference</td>
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<tr>
<td>Dr A. Haywood</td>
<td>(S. Lect.)</td>
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<tr>
<td>Prof N. Smith</td>
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<td>official business</td>
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<tr>
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<td>A/Prof C. Barclay</td>
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<td>Dr B. Beck</td>
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<tr>
<td>Ms M. Dalton</td>
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<tr>
<td>Ms K. Evans</td>
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<tr>
<td>Dr G. Harrison</td>
<td>(S. Lect.)</td>
<td>New Zealand</td>
<td>conference</td>
<td>3 days</td>
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Overseas travel (continued)

A/Prof L. Haseler (A/Prof.):
USA, research, 8 days, $4,489; USA, conference, 23 days, $4,322
Dr L. Laakso (S. Lect.):
Brazil, ASP, 24 days, $3,972; USA, official business, 7 days, $2,245
Prof P. Milburn (Head of School):
New Zealand, conference, 8 days, $1,223; USA, conference, 6 days, $4,304
A/Prof N. Morris (A/Prof.):
Canada, conference, 17 days, $2,500; India, official business, 6 days, $5,578; USA, research, 12 days, $3,379
A/Prof G. Renshaw (S. Lect.):
USA, conference, 10 days, $3,298
Mr N. Tuttle (A/Lect.):
Canada, official business, 19 days, $1,800

School of Psychology
Dr G. Andrews (S. Lect.):
Switzerland, conference, 17 days, $2,230
Dr M. Boschen (Lect.):
England, ASP, 27 days, $2,712
A/Prof G. Bradley (A/Prof.):
Croatia, conference, 22 days, $5,764
A/Prof P. Brough (A/Prof.):
USA, conference, 17 days, $5,946
Dr L. Casey (Dir.):
Hong Kong, conference, 8 days, $2,577
Prof P. Creed (Prof.):
Germany, conference, 22 days, $1,674; Spain, official business, 13 days, $5,094
Dr A. Duffy (A/Lect.):
Germany, conference, 17 days, $3,959
Dr L. Farrell (Post Doctoral Fell.):
USA, conference, 18 days, $3,032
A/Prof I. Glendon (A/Prof.):
USA, conference, 15 days, $5,061; England, official Business, 29 days, $2,388
Dr H. Green (Lect.):
Netherlands, conference, 7 days, $3,205
Ms J. Griffiths (A/Lect.):
Germany, conference, 16 days, $2,121
Prof K. Halford (Acting Head of School):
USA, conference, 8 days, $5,598
Dr M. Hood (Lect.):
Germany, conference, 22 days, $988
A/Prof L. Jones (Dir.):
Canada, conference, 12 days, $5,856; New Zealand, research, 6 days, $1,354; New Zealand, conference, 11 days, $1,287
Dr T. Ludlow (Clinic Mgr./Lect.):
Norway, ASP, 68 days, $3,697
Dr S. Morrissey (Dep. Head of School):
England, conference, 10 days, $4,580
Prof D. Nesdaile (Prof.):
USA, research, 25 days, $4,739
Dr S. Occchipinti (S. Lect.):
New Zealand, research, 6 days, $1,634; New Zealand, conference, 7 days, $719
Mr J. Reser (Adj. A/Prof.):
USA, official business, 6 days, $1,475
Prof D. Shum (Prof.):
China, research, 8 days, $3,131; Hong Kong, research, 7 days, $2,091; USA, conference, 8 days, $1,695
Ms R. Thomas (Co-ordinator):
USA, conference, 5 days, $4,030
Prof K. Wilson (Prof.):
Singapore, conference, 9 days, $6,308
A/Prof M. Zimmer-Gembeck (A/Prof.):
Germany, conference, 16 days, $4,506; USA, conference, 14 days, $4,492

School of Public Health
Mr B. Desbrow (S. Lect.):
Portugal, conference, 9 days, $6,311
Ms L. Graham (Res. Ass.):
New Zealand, conference, 4 days, $500
Dr N. Harris (Lect.):
Cook Islands, official business, 8 days, $527
Ms V. Lee (A/Lect.):
New Zealand, research, 7 days, $613
Ms K. Lilley (Mgr.):
Germany, conference, 13 days, $5,315
Dr F. Rowe (Lect.):
Nauru, research, 12 days, $1,747
A/Prof G. Shaw (A/Prof.):
Hong Kong, conference, 6 days, $2,509
Dr S. Somerset (S. Lect.):
Canada, conference, 12 days, $3,986
Prof D. Stewart (Head of School):
England, conference, 9 days, $3,708; Papua New Guinea, research, 4 days, $2,821; Singapore, official business, 7 days, $1,467
Dr J. Sun (Lect.):
England, conference, 7 days, $3,760; Philippines, conference, 3 days, $1,820

Australian Institute for Suicide Research and Prevention
Prof D. De Leo (Dir.):
Hong Kong, conference, 5 days, $7,410; Italy, conference, 37 days, $11,907; Italy, conference, 38 days, $7,479; Italy, conference, 45 days, $6,796
Ms A. Milner (Res. Ass.):
Fiji, research, 11 days, $5,321; Hong Kong, conference, 6 days, $1,449

Technical Services – Health
Mr G. Halford (Technical Officer):
New Zealand, conference, 3 days, $904

Science, Environment, Engineering and Technology
Pro Vice Chancellor
(Science, Environment, Engineering & Technology)
Prof N. Pankhurst (Pro Vice Chancellor):
Norway, official business, 8 days, $10,083; Canada, conference, 9 days, $12,888; China, official business, 7 days, $11,054

Science, Environment, Engineering & Technology Executive
Mr D. Edwards (Dean – Learning & Teaching):
Hungary, conference, 19 days, $2,939
A/Prof R. John (Program Leader):
USA, official business, 47 days, $2,043
A/Prof C. Wild (Dean, Academic):  
Borneo, research, 16 days, $1,319

Griffith School of Engineering  
Prof I. Agranovski (Prof.):  
Greece, conference, 12 days, $8,565;  
Russian Federation, research, 11 days, $6,180;  
Russian Federation, research, 32 days, $2,797;  
Russian Federation, research, 39 days, $15,301;  
Russian Federation, research, 40 days, $14,895

Mrs G. Akimova  
(Administration Support Officer):  
Japan, official business, 7 days, $3,371;  
Korea, official business, 8 days, $4,101

Dr A. Busch (Lect.):  
Korea, conference, 10 days, $2,680

Dr G. Chai (S. Res. Fell.):  
Japan, conference, 9 days, $4,583

Dr S. Chowdhury (Lect.):  
Korea, ASP, 152 days, $4,828

Ms C. Desha (Ass. Lect.):  
Austria, conference, 18 days, $3,379;  
India, conference, 9 days, $2,933;  
Korea, official business, 23 days, $1,803;  
Mauritius, conference, 54 days, $3,025;  
Singapore, research, 7 days, $1,267

Dr J. Doh (Lect.):  
Japan, official business, 7 days, $660;  
Korea, official business, 7 days, $627;  
Korea, conference, 9 days, $3,013

Ms N. Gamble (Mgr.):  
China, official business, 9 days, $3,509

A/Prof M. Greenway (A/Prof.):  
USA, ASP, 85 days, $5,193

A/Prof H. Guan (A/Prof.):  
China, ASP, 134 days, $2,259

Dr S. Herat (S. Lect.):  
Bhutan, conference, 10 days, $2,431;  
India, official business, 20 days, $2,504

Dr D. James (S. Res. Fell.):  
India, research, 5 days, $2,787;  
Japan, research, 14 days, $4,221

Dr K. Le (Lect.):  
Korea, ASP, 216 days, $12,270;  
Vietnam, official business, 10 days, $6,505;  
Vietnam, conference, 62 days, $3,295

A/Prof C. Lemckert  
(Dep. Head of School):  
Japan, conference, 5 days, $3,032;  
Japan, research, 8 days, $4,055;  
Portugal, conference, 7 days, $1,648

Prof Y. Loo (Prof.):  
Canada, official business, 14 days, $17,140;  
China, ASP, 26 days, $1,570;  
China, official business, 34 days, $20,526;  
India, ASP, 13 days, $2,611;  
United Arab Emirates, official business, 6 days, $7,568;  
Vietnam, official business, 7 days, $8,554

A/Prof J. Lu (A/Prof.):  
China, conference, 25 days, $4,935;  
Greece, conference, 15 days, $10,701

Dr E. Oh (Lect.):  
Taiwan, conference, 15 days, $1,230;  
China, official business, 13 days, $5,893

Prof K. Palivw (Prof.):  
India, conference, 21 days, $3,277

Ms C. Patrick (Lect.):  
New Zealand, conference, 7 days, $2,106

Dr O. Pyankov (Res. Fell.):  
Russia, official business, 93 days, $3,319

Dr D. Rowlands (Lect.):  
Japan, conference, 10 days, $2,010

Dr H. Song (Res. Fell.):  
Portugal, conference, 8 days, $4,086

Dr V. Tam (Lect.):  
Hong Kong, conference, 19 days, $2,397;  
Hong Kong, conference, 19 days, $7,091;  
Hong Kong, research, 49 days, $1,363;  
Hong Kong, ASP, 207 days, $4,242

Dr L. Tao (S. Lect.):  
China, ASP, 118 days, $4,625;  
USA, ASP, 28 days, $6,681

Prof D. Thiel (Prof.):  
China, official business, 9 days, $8,451;  
India, official business, 5 days, $2,672;  
Italy, conference, 17 days, $2,951;  
Japan, conference, 10 days, $1,593;  
Singapore, research, 2 days, $1,899;  
USA, conference, 5 days, $5,521

Prof R. Tomlinson (Prof.):  
Portugal, official business, 7 days, $1,933;  
United Arab Emirates, conference, 7 days, $5,606;  
USA, conference, 5 days, $3,567

Prof L. Vlasic (Prof.):  
Korea, official business, 11 days, $3,275

Dr P. Williams (S. Lect.):  
China, official business, 7 days, $2,459;  
Singapore, official business, 4 days, $1,158;  
Singapore, research, 4 days, $2,676

Prof B. Yu (Head of School):  
Hong Kong, official business, 8 days, $2,417

Dr H. Zhang (S. Lect.):  
Thailand, research, 5 days, $2,103

Centre for Quantum Dynamics  
Dr E. Cavalcanti (Res. Fell.):  
Canada, conference, 26 days, $5,276

Dr D. Kielbinski (S. Lect.):  
USA, conference, 22 days, $8,523

Dr A. Scott (Res. Fell.):  
Canada, conference, 16 days, $2,592

Dr E. Streed (Res. Fell.):  
USA, conference, 8 days, $1,015

Dr T. Weinhold (Res. Fell.):  
USA, conference, 8 days, $4,507

Prof H. Wiseman (Prof./Federation Fell.):  
England, research, 67 days, $7,982;  
Canada, conference, 8 days, $709

Queensland Microtechnology Facility  
Dr J. Han (Res. Fell.):  
Spain, conference, 8 days, $4,240

Prof B. Harrison (Prof.):  
USA, conference, 13 days, $6,041;  
USA, research, 21 days, $11,562
Overseas travel (continued)

Mr A. Iacopi (QMF Mgr. & Dep. Dir.):
England, research, 11 days, $3,987;
England, official business, 34 days, $2,646

Griffith School of Environment

Prof L. Brown (Prof.):
Bhutan, official business, 37 days, $12,842;
Bhutan, official business, 41 days, $24,043;
China, conference, 7 days, $2,666;
Greece, ASP, 118 days, $38,764

Prof P. Burton (Prof.):
USA, conference, 16 days, $6,063

A/Prof A. Carroll (A/Prof.):
India, conference, 6 days, $1,972

A/Prof J. Chaseling (Adj. A/Prof.):
Ireland, conference, 33 days, $6,833

Prof C. Chu (Prof.):
China, official business, 12 days, $5,231;
China, official business, 16 days, $15,227;
Hong Kong, official business, 8 days, $4,231;
Indonesia, research, 7 days, $5,480;
Taiwan, research, 15 days, $5,705;
USA, research, 8 days, $2,985;
Vietnam, research, 9 days, $7,318

Prof D. Connell (Adj. Prof.):
China, official business, 8 days, $2,901

A/Prof R. Connolly (Dep. Head of School):
France, conference, 17 days, $2,703

Dr R. Cropp (S. Lect.):
England, official business, 10 days, $4,754;
New Zealand, research, 12 days, $2,951

Prof P. Dale (Head of School):
Indonesia, official business, 5 days, $2,317;
Indonesia, conference, 5 days, $2,897;
USA, conference, 16 days, $4,627

Dr P. Daniels (S. Lect.):
Thailand, conference, 14 days, $2,038;
Vietnam, conference, 7 days, $1,342

Dr P. Davey (S. Lect.):
China, official business, 6 days, $3,766;
China, official business, 8 days, $1,149;
England, official business, 13 days, $5,287;
Hong Kong, official business, 8 days, $1,863;
India, official business, 15 days, $5,315;
Indonesia, research, 9 days, $4,467;
Indonesia, official business, 11 days, $5,973;
Japan, official business, 7 days, $1,666;
Korea, conference, 11 days, $5,206

Prof R. Drew (Prof.):
USA, conference, 13 days, $8,217

Dr C. Fellows (Lect.):
USA, conference, 31 days, $5,850

Dr J. Ferreira (Lect.):
USA, conference, 20 days, $5,261

A/Prof H. Ghadri (A/Prof.):
United Arab Emirates, conference, 36 days, $7,730

Prof B. Gleeson (Dir.):
Ireland, ASP, 246 days, $10,798

Ms K. Goodall (Res. Ass.):
Borneo, research, 16 days, $1,319

Prof D. Hawker (Prof.):
Thailand, ASP, 9 days, $3,052

Mr J. Hay (A/Lect.):
China, official business, 7 days, $1,481

A/Prof J. Hero (A/Prof.):
Brazil, conference, 163 days, $6,941;
New Zealand, official business, 14 days, $670

A/Prof R. Hindmarsh (A/Prof.):
Netherlands, conference, 10 days, $5,714;
New Zealand, conference, 8 days, $1,813

Dr M. Howes (S. Lect.):
England, official business, 23 days, $10,312

Prof R. Kitching (Prof.):
Borneo, research, 16 days, $2,777;
China, research, 13 days, $2,309;
France, research, 45 days, $10,454

Ms M. Laidlaw (Res. Ass.):
Borneo, research, 16 days, $1,319

Dr J. Lee (Res. Fell.):
China, conference, 11 days, $2,667

A/Prof D. Low Choy (A/Prof.):
Norway, conference, 23 days, $6,031;
Switzerland, conference, 16 days, $3,498

Prof G. McIntosh (Prof.):
France, conference, 12 days, $4,986;
New Zealand, research, 5 days, $1,492

Dr K. Pitt (S. Lect.):
France, conference, 15 days, $2,727;
New Zealand, conference, 14 days, $1,279

Ms M. Romig (S. Res. Ass.):
USA, conference, 13 days, $4,093

Ms J. Sanger (Res. Ass.):
Borneo, research, 16 days, $1,319

A/Prof N. Sipe (Discipline Head):
USA, conference, 21 days, $4,769

A/Prof J. Tisdell (A/Prof.):
Kenya, conference, 18 days, $5,599;
New Zealand, conference, 4 days, $1,296

Dr A. Tularam (Lect.):
New Zealand, conference, 15 days, $1,018;
USA, ASP, 47 days, $10,360

Dr J. Warnken (S. Lect.):
Germany, conference, 27 days, $3,698

Dr D. Welsh (S. Lect.):
Canada, conference, 9 days, $3,120;
France, research, 39 days, $2,040

Dr S. Zhang (S. Res. Fell.):
China, research, 14 days, $2,299

Prof H. Zhao (Prof.):
China, conference, 12 days, $4,949;
China, research, 14 days, $2,278

Australian Rivers Institute

Prof A. Arthington (Prof.):
South Africa, conference, 13 days, $2,490;
USA, conference, 6 days, $4,019;
USA, official business, 12 days, $3,024;
USA, conference, 12 days, $1,021

Dr A. Brooks (S. Res. Fell.):
Italy, official business, 15 days, $7,100;
New Zealand, official business, 2 days, $1,151;
New Zealand, conference, 5 days, $451

Prof S. Bunn (Dir.):
China, conference, 9 days, $3,108;
England, conference, 8 days, $10,899;
Italy, conference, 19 days, $13,159;
USA, conference, 12 days, $5,295;
USA, conference, 18 days, $14,777

Dr M. Burford (Principal Res. Fell.):
China, conference, 5 days, $1,316;
New Zealand, research, 5 days, $619;
USA, research, 9 days, $3,671;
Vietnam, conference, 7 days, $707
Dr. J. Burton (Res. Member): Hungary, conference, 11 days, $3,767
Ms. C. Grainger (Res. Ass.): New Zealand, conference, 4 days, $1,176
Dr. W. Hadwen (Res. Fell.): USA, conference, 31 days, $2,566
Ms. J. Hoyle (S. Res. Fell.): Italy, conference, 28 days, $3,917
Dr. M. Kennard (Postdoctoral Res. Fell.): USA, conference, 10 days, $3,100
Dr. P. Pollard (Program Leader): USA, research, 198 days, $36,265
Mr. D. Roberts (S. Res. Fell.): New Zealand, conference, 7 days, $1,359; USA, conference, 22 days, $3,681
Mr. B. Taylor (Res. Ass.): Borneo, research, 16 days, $1,319
A/Prof. K. Yin (A/Prof.): China, research, 16 days, $1,630; China, conference, 19 days, $2,793; Hong Kong, research, 12 days, $1,723; Hong Kong, conference, 19 days, $3,295; New Zealand, conference, 5 days, $1,746; USA, official business, 12 days, $1,933
Centre for Coastal Management
Mr. R. Pointeau (Res. Fell.): Austria, conference, 5 days, $686
Centre for Ecotourism Research
Prof. R. Buckley (Dir.): England, research, 31 days, $19,668; South Africa, official business, 42 days, $10,712; USA, ASP, 41 days, $18,389
Centre for Forestry and Horticultural Research
Dr. G. Bacon (Adj. Prof.): Solomon Islands, research, 4 days, $2,439
Dr. T. Blumfield (Res. Fell.): France, conference, 22 days, $4,778; Samoa, research, 6 days, $3,267; Solomon Islands, research, 5 days, $1,941; Solomon Islands, research, 11 days, $3,097; Solomon Islands, research, 17 days, $11,950
Dr. C. Chen (Res. Fell.): China, research, 26 days, $2,048
Prof. Z. Xu (Prof.): China, official business, 6 days, $2,616; China, research, 13 days, $2,730; China, research, 27 days, $5,918; China, official business, 7 days, $1,578; China, official business, 12 days, $1,768
Centre for Urban Research
A/Prof. S. Baum (Dep. Dir.): Amsterdam, official business, 11 days, $6,077; China, official business, 3 days, $6,902
Dr. J. Dodson (Res. Fell.): USA, conference, 27 days, $2,926
Mr. K. Hargroves (Res. Fell.): Ireland, official business, 10 days, $1,334; Mauritius, conference, 46 days, $6,179; USA, research, 28 days, $17,500
A/Prof. G. Woolcock (Res. Fell.): Netherlands, conference, 17 days, $5,508
International Centre for the Management of Pest Fruit Flies
Dr. V. Shanmugam (Dep. Dir.): Indonesia, research, 14 days, $3,669; Vietnam, research, 14 days, $7,658
Smart Water Research Facility
Mr. L. Little (Chief Executive Officer): Singapore, official business, 4 days, $1,247
School of Biomolecular and Physical Sciences
Dr. S. Ashmore (S. Lect.): England, ASP, 54 days, $5,342
A/Prof. P. Bates (Head – Griffith Aviation): Taiwan, official business, 24 days, $8,261; United Arab Emirates, official business, 27 days, $13,265
A/Prof. D. Bernhardt (A/Prof.): USA, ASP, 13 days, $3,287
Dr. T. Blach (Postdoctoral Res. Fell.): England, research, 39 days, $2,457
Prof. D. Burch (Prof.): Korea, conference, 9 days, $4,193; Solomon Islands, research, 10 days, $1,556
Prof. D. Crane (Dep. Head of School): Vietnam, conference, 6 days, $1,796
Prof. J. Dobson (Prof.): Brazil, ASP, 83 days, $5,252
Prof. R. Drew (Prof.): Belgium, research, 38 days, $9,399; Morocco, official business, 21 days, $10,255
A/Prof. E. Gray (A/Prof.): Canada, conference, 4 days, $4,846; England, research, 43 days, $7,166; Italy, conference, 8 days, $2,931
Prof. G. Hope (Prof.): USA, ASP, 5 days, $4,543; USA, research, 8 days, $4,380; USA, ASP days, 63 days, $2,671
Dr. D. Kennedy (S. Lect.): Italy, official business, 8 days, $2,928
Dr. K. Lyons (Lect.): Solomon Islands, research, 10 days, $1,556; Uganda, research, 12 days, $5,156
Prof. A. Mackay-Sim (Prof.): Austria, conference, 17 days, $12,036; USA, conference, 9 days, $4,480
Mr. T. Mavin (S. Lect.): England, research, 8 days, $3,935
Dr. A. McDonnell (S. Lect.): France, conference, 10 days, $5,585
A/Prof. G. Mellick (A/Prof.): USA, conference, 22 days, $8,801
Prof. B. Patel (Prof.): Indonesia, conference, 11 days, $1,462
A/Prof. G. Pryde (A/Prof.): Canada, conference, 19 days, $9,049; USA, official business, 5 days, $4,171; USA, conference, 7 days, $4,107
A/Prof. R. Sang (A/Prof.): USA, conference, 11 days, $6,427
Dr. K. Tonissen (S. Lect.): Korea, official business, 10 days, $1,639
Dr. J. Vaccaro (S. Lect.): Canada, conference, 8 days, $4,894; Canada, conference, 15 days, $2,900
Dr. G. Watson (Res. Fell.): Portugal, conference, 16 days, $7,055
### Overseas travel (continued)

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<tr>
<th>Dr. J. Watson (Res. Fell.)</th>
<th>Portugal, conference, 16 days, $4,818</th>
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<td>Dr. J. Webb (Lect.)</td>
<td>England, research, 23 days, $3,172; England, research, 25 days, $8,324</td>
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<td>Dr. C. Wells (S. Lect.)</td>
<td>England, conference, 8 days, $4,439; Italy, conference, 32 days, $7,628</td>
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<td>Dr. M. Williams (S. Lect.)</td>
<td>Malaysia, ASP, 103 days, $3,215</td>
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<td><strong>School of Information and Communication Technology</strong></td>
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<td>Ms. J. Beekhuizen (S. Res. Ass.)</td>
<td>New Zealand, conference, 2 days, $1,279</td>
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<td>A/Prof. P. Bernus (Dep. Head of School): Italy, conference, 9 days, $4,637; Mexico, official business, 9 days, $3,474</td>
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<td>A/Prof. D. Billington (A/Prof.): Germany, conference, 9 days, $4,414</td>
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<td>A/Prof. M. Blumenstein (Head of School): India, conference, 8 days, $5,381; USA, conference, 4 days, $4,973; Vietnam, official business, 18 days, $17,427</td>
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<td>Dr. D. Chen (S. Lect.): USA, conference, 7 days, $2,330</td>
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<td>Prof. V. Estivill-Castro (Prof.): New Zealand, official business, 4 days, $769; Spain, research, 100 days, $2,838</td>
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<td>A/Prof. M. Ford (A/Prof.): Bulgaria, conference, 12 days, $2,635; Germany, research, 15 days, $2,689; India, official business, 8 days, $4,328</td>
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<td>Dr. R. Haxel (S. Lect.): Austria, official business, 40 days, $3,196</td>
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<td>Dr. J. Jo (S. Lect.): China, official business, 14 days, $2,093; France, ASP, 70 days, $11,269; Korea, official business, 16 days, $2,999</td>
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<td>Dr. A. Lewis (Adj. S. Lect.): China, conference, 8 days, $2,145</td>
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<td>Dr. A. Liew (S. Lect.): China, official business, 25 days, $1,443</td>
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<td>Dr. V. Muthukumarasamy (S. Lect.): India, official business, 29 days, $2,034; India, official business, 13 days, $8,651; India, ASP, 17 days, $3,563; USA, ASP, 17 days, $4,305</td>
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<td>Dr. N. Ovidiu (Lect.): USA, official business, 21 days, $17,612; Germany, conference, 36 days, $17,003; USA, official business, 5 days, $6,035; USA, official business, 13 days, $14,395</td>
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<td>Dr. A. Rock (Lect.): Canada, official business, 10 days, $3,431</td>
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<td>A/Prof. T. Rout (A/Prof.): Finland, official business, 21 days, $17,612; Germany, conference, 36 days, $17,003; USA, official business, 7 days, $4,692; USA, conference, 18 days, $13,393</td>
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<td>A/Prof. J. Thornton-A/Prof.): New Zealand, conference, 14 days, $1,957; USA, research, 26 days, $3,364</td>
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<td>Mr. D. Tuffley (Lect.): Germany, conference, 7 days, $4,552; USA, research, 6 days, $9,438</td>
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<td>A/Prof. L. Von Hellens (A/Prof.): Germany, ASP, 28 days, $4,185; New Zealand, official business, 2 days, $1,052; USA, conference, 7 days, $4,692; USA, conference, 18 days, $13,393</td>
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<td>Dr. J. Wang (S. Lect.): France, conference, 7 days, $1,407; New Zealand, conference, 4 days, $1,046</td>
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<td>A/Prof. K. Wang (A/Prof.): China, conference, 13 days, $2,112</td>
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<td><strong>Eskitis, The Institute for Cell and Molecular Therapies</strong></td>
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<td>A/Prof. V. Avery (Chief Investigator): Germany, official business, 7 days, $1,490; Ghana, official business, 9 days, $861; Japan, conference, 4 days, $2,694; USA, conference, 10 days, $8,335</td>
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<td>Dr. D. Camp (Chief Investigator): England, conference, 11 days, $1,794; New Zealand, official business, 2 days, $1,417; New Zealand, conference, 3 days, $1,572; USA, conference, 6 days, $4,068</td>
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<td>Dr. A. Chalk (S. Res. Fell.): Canada, conference, 19 days, $3,724; Japan, official business, 16 days, $3,928; Sweden, research, 37 days, $3,715</td>
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<td>Dr. R. Davis (Res. Fell.): Canada, official business, 7 days, $4,296; USA, conference, 3 days, $11,684</td>
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<td>Ms. S. Duffy (S. Res. Ass.): England, research, 29 days, $2,438; Ghana, official business, 6 days, $9,208</td>
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<td>Dr. G. Fechner (S. Res. Fell.): Singapore, conference, 5 days, $2,115</td>
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<td>Dr. I. Hayward (Res. Fell.): New Zealand, conference, 3 days, $1,544</td>
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<td>Prof. J. Jenkins (Prof.): Russian Federation, conference, 35 days, $4,617</td>
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<td>Dr. S. Manzanero Alonso (Res. Ass.): Italy, conference, 28 days, $2,476</td>
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<td>Dr. N. Matigian (Res. Fell.): New Zealand, conference, 8 days, $1,073</td>
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<td>Dr. J. Neve (Res. Fell.): Austria, conference, 11 days, $5,605</td>
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<td>Dr. S. Newman (Business Mgr.): India, research, 7 days, $3,059; Japan, official business, 8 days, $4,904; USA, conference, 6 days, $4,224</td>
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<td>Dr. N. Pham (Res. Fell.): USA, research, 27 days, $2,146</td>
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<td>Prof. R. Quinn (Dir.): Austria, conference, 9 days, $13,117; Japan, conference, 19 days, $1,862; Korea, research, 4 days, $1,036; USA, conference, 5 days, $12,209; USA, conference, 16 days, $10,692</td>
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<td>Ms. M. Simpson (S. Res. Ass.): Spain, conference, 14 days, $4,531</td>
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<td>Ms. M. Sykes (S. Res. Ass.): USA, conference, 23 days, $6,195</td>
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<td>Dr. A. Vitale (Res. Fell.): USA, conference, 24 days, $5,213</td>
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<td>National Centre for Adult Stem Cell Research</td>
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<td>Ms J Cochrane (Res. Ass.): Austria, conference, 21 days, $6,574</td>
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<td>Dr J Elberg (Res. Ass.): USA, conference, 13 days, $2,801</td>
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<td>Dr I Ferguson (S. Res. Fell.): USA, conference, 6 days, $4,068; USA, conference, 9 days, $1,087; USA, conference, 7 days, $1,118</td>
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<td>Dr A Meedeniya (Res. Fell.): Thailand, conference, 13 days, $1,784</td>
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<td>Dr J St John (S. Res. Fell.): USA, conference, 10 days, $2,545</td>
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<tr>
<td>Ms R Chamberlain (Environmental Administration Officer): New Zealand, conference, 7 days, $1,737</td>
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<tr>
<td>Ms D Langdon (Eco Mgr.): New Zealand, conference, 7 days, $2,185</td>
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<td>Institute for Glycomics</td>
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<td>Dr H Blanchard (Res. Leader): England, research, 91 days, $2,493</td>
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<td>Dr N Brown (Res. Fell.): Canada, research, 98 days, $7,425</td>
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<td>Prof M Itzstein (Executive Dir.): China, official business, 3 days, $2,270</td>
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<td>Dr M Kiefel (Res. Leader): England, research, 42 days, $2,899</td>
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<td>Prof A Moran (Dep. Dir.): England, research, 11 days, $2,974; England, conference, 17 days, $1,705; Ireland, official business, 15 days, $3,016</td>
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<td>Dr G Tiralong (Res. Leader): Germany, official business, 66 days, $8,962</td>
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<td>Prof M Von Itzstein (Executive Dir.): Hong Kong, official business, 8 days, $618; Russia, official business, 8 days, $870; USA, official business, 8 days, $11,901</td>
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<td>Dr J Wilson (Res. Leader): Ireland, research, 35 days, $2,048</td>
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<td>Software Quality Institute</td>
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<tr>
<td>Ms A Tuffley (S. Consultant): England, conference, 8 days, $5,791</td>
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<td>Technical Services – SEET</td>
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<tr>
<td>Mr R Dicafes (Scientific Officer): Canada, conference, 9 days, $5,267; Canada, conference, 9 days, $2,517</td>
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<td>Ms L Forde (Chancellor): Canada, official business, 11 days, $30,840; China, official business, 12 days, $8,563</td>
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<td>Prof I O’Connor (Vice Chancellor): Canada, official business, 5 days, $25,287; China, conference, 8 days, $17,008; Hong Kong, China, official business, 10 days, $3,637; Vietnam, China, official business, 11 days, $13,638; Korea, conference, 6 days, $6,955; USA, conference, 10 days, $18,474</td>
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<tr>
<td>Deputy Vice Chancellor (Academic)</td>
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<tr>
<td>Pro Vice Chancellor (Quality and Student Outcomes)</td>
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<tr>
<td>Prof S Spence (Pro Vice Chancellor): England, conference, 15 days, $13,155</td>
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<tr>
<td>Ms M Buckridge (Lect.): New Zealand, conference, 4 days, $564</td>
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<td>Dr L Burnett (Lect.): Ireland, conference, 9 days, $708</td>
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<td>Dr A Green (Lect.): New Zealand, conference, 13 days, $983</td>
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<td>Prof K Krause (Dir.): USA, conference, 9 days, $9,284</td>
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<td>Prof R Sadler (Prof.): USA, ASP, 66 days, $6,802</td>
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<td>Dr C Smith (A/Dir.): England, conference, 10 days, $2,729</td>
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<td>Dr J McConachie (Mgr.): England, conference, 12 days, $6,707; Korea, conference, 7 days, $3,075; New Zealand, official business, 6 days, $2,167</td>
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<td>Deputy Vice Chancellor (Research)</td>
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<td>Prof L Johnson (Dep. Vice Chancellor): China, official business, 6 days, $10,374; China, official business, 12 days, $9,951; USA, official business, 7 days, $14,990</td>
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<td>Griffith Graduate Research School</td>
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<td>Dr P Singh (Dean): China, research, 8 days, $1,656; USA, conference, 8 days, $4,920</td>
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<td>National Climate Change Adaptation Research Facility</td>
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<td>Prof J McDonald (Res. Mgr./Dep. Dir.): England, conference, 12 days, $3,591</td>
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<tr>
<td>Ms M Waschka (Mgr.): England, official business, 8 days, $3,870</td>
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<td>Dr V Pattermore (Dir.): England, official business, 22 days, $10,445</td>
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<td>Mr D Rousew (Res. Ethics Officer): New Zealand, conference, 3 days, $1,544</td>
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<td>Mr T Sheil (S. Mgr.): England, official business, 15 days, $6,541</td>
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<td>Ms T Clarke (Campus Liaison Mgr.): New Zealand, official business, 6 days, $1,439</td>
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<td>Indigenous Policy &amp; Community Engagement</td>
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<td>Prof B Robertson (Prof.): USA, conference, 16 days, $17,624</td>
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Multi-Faith Centre
Prof S. Toh (Dir.):
USA, official business, 7 days, $5,074;
Belgium, conference, 9 days, $4,952;
Hong Kong, official business, 2 days, $2,715;
New Zealand, conference, 3 days, $795;
Philippines, conference, 8 days, $1,476;
USA, official business, 6 days, $5,232

Pro Vice Chancellor
(Mr. Jack (Product Service Mgr.):
New Zealand, conference, 9 days, $1,239

USA, conference, 12 days, $4,573

Mr. L. Stevenson (Mgr.):
USA, conference, 16 days, $9,527

USA, official business, 8 days, $2,781;
Philippines, official business, 6 days, $1,563

England, conference, 12 days, $8,210

USA, conference, 13 days, $7,237

Mr. D. Ganesh (Print Co-ordinator):
New Zealand, conference, 9 days, $1,239

Mr. M. Garner (Team Leader):
Canada, official business, 89 days, $3,333

Mr. C. Morris (Team Leader):
USA, conference, 8 days, $2,415

Mr. T. Neaton (S. Architect):
USA, official business, 6 days, $3,345

Mr. K. Turnbull (Mgr.):
USA, conference, 15 days, $5,800

Learning and Teaching Systems
Mr. C. Lamont (S. Functional Analyst):
Canada, official business, 89 days, $3,333

Mr. C. Morris (Team Leader):
USA, conference, 8 days, $2,415

Mr. T. Neaton (S. Architect):
USA, official business, 6 days, $3,345

Library and Learning Environment Services
Mr. C. Graves (Dr.):
USA, conference, 13 days, $7,237

Uniprint
Mr. D. Ganesh (Print Co-ordinator):
New Zealand, conference, 9 days, $423

Mr. R. Jack (Product Service Mgr.):
New Zealand, conference, 5 days, $1,239

Learning Services
Ms. L. Burrows (Learning Adviser):
New Zealand, conference, 9 days, $899

Ms. S. Ermer (Mgr.):
New Zealand, conference, 2 days, $1,023

Ms. M. Macleod (Learning Adviser):
New Zealand, conference, 8 days, $922

Flexible Learning and Access Services
Mr. M. Comiskey (AV Infrastructure Specialist):
USA, conference, 9 days, $6,175

Pro Vice Chancellor
(Mr. C. Madden (Pro Vice Chancellor):
Canada, official business, 12 days, $22,242;
Ireland, official business, 20 days, $21,471;
Ukraine, official business, 11 days, $17,667;
United Arab Emirates, official business, 5 days, $9,303

Griffith International
Mr. M. Bawaz (Marketing Officer):
United Arab Emirates, official business, 31 days, $1,456

Ms. L. Chappell (S. Mgr.):
United Arab Emirates, official business, 8 days, $7,901

Ms. E. Daus (S. International Student Adviser):
New Zealand, conference, 5 days, $767

Ms. S. Geraghty (Regional Mgr.):
Indonesia, official business, 7 days, $7,792;
Mexico, official business, 37 days, $30,630;
Thailand, official business, 8 days, $5,559;
USA, official business, 14 days, $15,887;
USA, official business, 26 days, $2,585

Ms. R. Goto (Admissions Officer):
Taiwan, official business, 13 days, $4,376

Ms. C. Graham (Exchange Co-ordinator):
Belgium, official business, 16 days, $6,218

Mr. M. Holder (Mgr.):
USA, conference, 24 days, $7,192

Ms. T. Huynh (Client Service Officer):
Korea, ASP, 22 days, $2,394

Ms. M. Issar (International Admissions Co-ordinator):
India, official business, 13 days, $1,852

Mr. J. Johnston (Co-ordinator):
Indonesia, official business, 7 days, $4,435;
Indonesia, official business, 10 days, $2,248;
New Caledonia, official business, 15 days, $5,517;
Papua New Guinea, official business, 6 days, $2,781;
Philippines, official business, 6 days, $1,563

Ms. J. Lambert (Study Abroad Co-ordinator):
Germany, official business, 19 days, $9,527;
USA, official business, 16 days, $9,092

Ms. J. Lambert (Admissions Officer):
Hong Kong, official business, 8 days, $4,217;
Thailand, official business, 3 days, $1,466

Ms. B. Long (Admissions Supervisor):
South Africa, official business, 18 days, $2,872

Ms. I. Loon (Dir.):
Brazil, official business, 50 days, $9,460;
Japan, official business, 7 days, $8,521;
Korea, official business, 9 days, $6,548

Mr. R. Mankad (Regional Mgr.):
United Arab Emirates, official business, 9 days, $8,644;
United Arab Emirates, official business, 9 days, $7,135;
Bombay, official business, 4 days, $2,950;
England, official business, 8 days, $1,079;
India, official business, 3 days, $3,781;
India, official business, 4 days, $8,102;
India, official business, 4 days, $3,937;
India, official business, 5 days, $1,600;
India, official business, 5 days, $19,829;
India, official business, 5 days, $5,722;
India, official business, 5 days, $1,427;
India, official business, 6 days, $12,827;
India, official business, 8 days, $3,096;
India, official business, 10 days, $6,668;
India, official business, 11 days, $12,897;
India, official business, 12 days, $3,935;
India, official business, 13 days, $22,756;
India, official business, 16 days, $2,859;
India, official business, 18 days, $15,929;
Middle East, official business, 3 days, $1,969;
Middle East, official business, 5 days, $5,715;
Pakistan, official business,
5 days, $3,557; Sri Lanka, official business, 5 days, $4,118; Turkey, official business, 7 days, $3,654; Turkey, official business, 12 days, $26,458; United Arab Emirates, official business, 25 days, $740; USA, official business, 25 days, $12,556
Ms Y. Miyazawa (Admissions Officer): Japan, official business, 13 days, $4,038
Ms S. Pinalli (Co-ordinator): Malaysia, official business, 7 days, $2,068; Singapore, official business, 7 days, $3,458; Singapore, official business, 9 days, $3,473; Singapore, official business, 11 days, $884; Singapore, official business, 15 days, $3,913
Ms H. Piper (Mgr.): USA, official business, 13 days, $6,226; USA, official business, 15 days, $7,760
Dr J. Relich (Regional Mgr.): Canada, official business, 17 days, $2,604; Canada, official business, 18 days, $4,133; Canada, official business, 26 days, $5,505; Canada, official business, 30 days, $3,789
Ms K. Richardson (Admissions Officer): Korea, official business, 8 days, $1,953
Mr P. Rudling (Regional Mgr.): Belgium, official business, 26 days, $5,444; Czech Republic, official business, 24 days, $7,758; Japan, official business, 7 days, $2,555; South Africa, official business, 25 days, $8,604
Ms B. Shaw (Executive Officer): China, official business, 3 days, $3,334
Ms E. Shield (Study Abroad Adviser): USA, official business, 16 days, $1,247
Mrs C. Toh (Administrative Assistant): China, official business, 18 days, $1,411; China, official business, 25 days, $3,139
Mr T. Toh (Regional Mgr.): China, official business, 7 days, $9,564; China, official business, 8 days, $11,328; China, official business, 8 days, $7,323; China, official business, 12 days, $10,702; China, official business, 12 days, $11,870; China, official business, 18 days, $18,826; China, official business, 25 days, $28,112
Ms J. Wong (Admissions Officer): Taiwan, official business, 8 days, $3,134

**Griffith English Language Institute**

Ms M. Casey (Dir.): Belgium, official business, 13 days, $29,356; Japan, official business, 5 days, $8,021; Japan, official business, 11 days, $4,214; Qatar, official business, 5 days, $10,620; Qatar, official business, 7 days, $13,135; United Arab Emirates, conference, 7 days, $9,439; United Arab Emirates, official business, 11 days, $15,424; United Arab Emirates, official business, 18 days, $20,505
Mr R. Chantrell (Resources Mgr.): United Arab Emirates, official business, 12 days, $4,880
Mrs J. Collyer (Admissions Mgr.): Thailand, official business, 11 days, $3,968; Thailand, official business, 12 days, $2,204
Ms C. Fowler-Paul (S. Project Mgr.): Japan, official business, 11 days, $6,685; Qatar, official business, 162 days, $11,607
Mr D. Frewin (Language Instructor): Qatar, official business, 45 days, $4,082
Mr S. Harris (Aviation English & ALITE): Taiwan, official business, 5 days, $2,241
Ms R. Keog (Co-ordinator): Poland, conference, 29 days, $4,552; United Arab Emirates, official business, 16 days, $7,815
Ms M. Liu (Client Services Officer): Japan, official business, 10 days, $4,190
Ms L. Mitchell (Admissions Manager): China, official business, 11 days, $4,426
Ms K. Morgan (Admissions Assistant): Taiwan, conference, 5 days, $2,455
Mr L. Norris (Language Instructor): China, official business, 10 days, $2,016; Qatar, official business, 99 days, $3,403
Mr K. Scott (S. Project Officer): Qatar, official business, 15 days, $11,328; Qatar, official business, 26 days, $12,537
Mr R. Walter (Resources Mgr.): United Arab Emirates, official business, 12 days, $5,085
Ms E. Waters (Dep. Dir.): Mexico, official business, 33 days, $22,364
Ms M. Williamson (Operations Mgr.): Taiwan, official business, 6 days, $3,163; New Caledonia, official business, 3 days, $1,610

**International Business Development Unit**

Ms A. Banning (Project Officer): Kiribati, official business, 9 days, $3,211; United Arab Emirates, official business, 9 days, $4,342
Ms A. Hammond (Dir.): Fiji, official business, 6 days, $2,166; India, official business, 10 days, $9,781; Kiribati, official business, 3 days, $3,835; Netherlands, conference, 3 days, $1,578; United Arab Emirates, official business, 6 days, $6,415; United Arab Emirates, official business, 8 days, $12,725; United Arab Emirates, official business, 11 days, $18,615; United Arab Emirates, official business, 25 days, $16,433; Vietnam, official business, 9 days, $7,421
Ms M. Tomiyama-Hall (Administrative Ass.): Japan, official business, 13 days, $5,813
Ms M. Walker (International Projects Officer): Vietnam, official business, 21 days, $9,427; Vietnam, official business, 26 days, $16,265; Vietnam, official business, 4 days, $1,633; Vietnam, official business, 6 days, $3,973; Vietnam, official business, 15 days, $12,208

**Pro Vice Chancellor (Administration)**

Mr C. McAndrew (Pro Vice Chancellor): Canada, conference, 14 days, $21,008; New Zealand, official business, 6 days, $2,658

**Academic Administration**

Dr R. Armour (Academic Registrar): Hong Kong, official business, 9 days, $5,333; Malaysia, official business, 3 days, $4,283
Overseas travel (continued)

Ms M. Hughes (Medical Selections Officer):
Norfolk Island, official business, 4 days, $500

Ms T. Ikin (Graduations Officer):
Hong Kong, official business, 4 days, $1,515

Ms A. Mooney
(Head – Counselling Service):
New Zealand, conference, 4 days, $322

Ms M. Paez-Kirkland (Graduations Mgr.):
Canada, official business, 16 days, $12,854;
China, official business, 8 days, $8,538

Ms J. Peters (Acting Academic Registrar):
China, conference, 11 days, $2,004

Ms C. Power (Graduation Officer):
Canada, official business, 7 days, $10,782

Ms L. Shalcross (Outreach Officer):
Canada, conference, 8 days, $3,532

Ms S. Upson (S. Graduations Officer):
Canada, official business, 7 days, $10,793;
China, official business, 6 days, $1,500

Campus Life
Ms N. Collier-Jackson (Dir.):
England, conference, 16 days, $12,355;
New Zealand, conference, 4 days, $1,346

Facilities Management
Mr L. Perrin (Dep. Dir.):
New Zealand, conference, 13 days, $1,891

Ms V. Repcsik (Space Mgr.):
New Zealand, conference, 12 days, $526

Campus Services
Mr R. Hume (Facilities Mgr.):
New Zealand, conference, 4 days, $1,760

Griffith Accommodation
Ms S. Hilbig (Homestay Co-ordinator):
New Zealand, conference, 6 days, $1,652

Development and Alumni
Ms P. Davidson (Development Mgr.):
China, official business, 28 days, $5,812;
Hong Kong, official business, 7 days,
$1,546; USA, official business, 16 days,
$10,726

Ms J. Robinson (Executive Officer):
Canada, official business, 9 days, $4,361

Ms P. Wrathall (Dir.): Hong Kong,
official business, 7 days, $13,328;
China, official business, 28 days, $4,275;
USA, official business, 16 days, $20,343;
USA, official business, 21 days, $11,901

External Relations
Mr M. Boath (Events Manager):
Canada, official business, 10 days, $10,979;
China, official business, 6 days, $1,314

Finance and Business Services
Ms K. Courtney (Financial Accountant):
New Zealand, official business, 3 days,
$1,775

Mr S. Jones (A/Dir.):
USA/UK, official business, 10 days, $6,501;
New Zealand, official business, 3 days,
$1,775

Mr R. Srinivasan (Dir.):
United Arab Emirates, official business,
4 days, $8,414

Human Resource Management
Mr J. Swinton (A/Dir.):
New Zealand, conference, 6 days, $2,280;
USA, conference, 9 days, $4,676

Ms J. Walker (Dir.):
USA, official business, 21 days, $9,714
Appendix 1
Research indicators and targets

1.1 Research outputs

**Target:** To increase quality research outputs by full-time equivalent (FTE) staff by 10% per annum.

**Definition:** Research outputs per staff FTE is calculated as ‘publication points’ divided by staff FTE in each year. Publication points are reported in the annual Australian Government Higher Education Research Data Collection (HERDC). Staff FTE is taken from the annual Higher Education Staff Data Collection and includes only full-time or fractional full-time academic staff with a ‘research only’ or ‘teaching and research’ function.

**Indicators:**

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004*</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual publication points</td>
<td>1026</td>
<td>1167</td>
<td>1269</td>
<td>1218</td>
<td>1322</td>
<td></td>
</tr>
<tr>
<td>Actual FTE staff</td>
<td>929</td>
<td>997</td>
<td>1050</td>
<td>1082</td>
<td>1081</td>
<td></td>
</tr>
<tr>
<td>Actual publication points/FTE</td>
<td>1.10</td>
<td>1.17</td>
<td>1.21</td>
<td>1.13</td>
<td>1.22</td>
<td></td>
</tr>
<tr>
<td>Actual % increase</td>
<td>6.0%</td>
<td>3.3%</td>
<td>-6.9%</td>
<td>8.6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Base year for target projection
* Data not available until later in 2009

**Comment:** In 2007 publication points, as reported via the Higher Education Research Data Collection (HERDC) increased by 8.5% compared to 2006. Publication points per FTE grew by 8.6%, slightly short of the new target of 10%. Staff FTE is substantially unchanged on 2007 and the improvement was based on an increase in Publication Points of 8.5% made up mainly of increases on Book Chapters (up by 15%), Books (up by 11%) and Journal Articles (up by 20%). Conference Papers fell by 25%. Early indications are that Publication Points will increase by around 10% into 2008.

1.2 International linkages

**Target:** To increase international linkages by 10% per annum.

**Definition:** The assessment of achievement in international linkages will be based on the following measures:
1. Invitations to give keynote addresses at international conferences
2. International research visitors
3. Funding from overseas funding agencies
4. International research collaborations with duration at least one year, but without direct funding to Griffith
5. Editorial board memberships of international journals.

**Indicators:**

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004*</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual international funding ($000)</td>
<td>$1323</td>
<td>$972</td>
<td>$1810</td>
<td>$1474</td>
<td>$1345</td>
<td></td>
</tr>
<tr>
<td>Actual % increase</td>
<td>-26.6%</td>
<td>86.2%</td>
<td>-18.5%</td>
<td>-8.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Base year for target projection
* Data not available until later in 2009

**Comment:** The interim proxy measure for this indicator is external research funding from international funding bodies. The indicator is 4% ($52 000) above target in 2007 but fell 8.8% from the 2006 figure which was 25% above the target for the year.
1.3 External collaborations

Target: To increase external collaborations by 10% per annum.

Definition: The assessment of achievement in external collaborations will be based on the following measures:
1. Collaborative projects with other institutions and/or industry that bring external funds to Griffith
2. All external research collaborations with duration at least one year, but without direct funding into Griffith.

Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004†</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual external funding ($M)</td>
<td>$14.25</td>
<td>$13.39</td>
<td>$14.73</td>
<td>$15.25</td>
<td>$12.74</td>
<td></td>
</tr>
<tr>
<td>Actual % increase</td>
<td>-6.0%</td>
<td>10.0%</td>
<td>3.5%</td>
<td>-16.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

† Base year for target projection
* Data not available until later in 2009

Comment: The external collaborations research performance KPI is still being developed and mechanisms are being built for its data collection. At present, the interim proxy measure for this indicator is external research funding from national and international funding bodies. The indicator fell by 16.4% into 2007 and fell short of the University target for the year by 2.9% ($5 088 000).

1.4 Research income

Target: To increase external research income per FTE staff by 25% per annum.

Definition: This indicator is calculated as research income divided by staff FTE in each year. Research income is reported in the annual Australian Government Higher Education Research Data Collection (HERDC). Staff FTE is taken from the annual Higher Education Staff Data Collection and includes only full-time or fractional full-time academic staff with a ‘research only’ or ‘teaching and research’ function.

Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004†</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual income $M</td>
<td>$30.9</td>
<td>$31.3</td>
<td>$33.0</td>
<td>$36.0</td>
<td>$42.6</td>
<td>$48.8</td>
</tr>
<tr>
<td>Actual FTE staff</td>
<td>929</td>
<td>997</td>
<td>1050</td>
<td>1082</td>
<td>1081</td>
<td>1099</td>
</tr>
<tr>
<td>Actual income $000/FTE</td>
<td>$33.3</td>
<td>$31.4</td>
<td>$31.4</td>
<td>$33.3</td>
<td>$39.4</td>
<td>$44.4</td>
</tr>
<tr>
<td>Actual % increase</td>
<td>-5.7%</td>
<td>0.0%</td>
<td>6.0%</td>
<td>18.5%</td>
<td>12.5%</td>
<td></td>
</tr>
</tbody>
</table>

† Base year for target projection
* Provisional figures

Comment: The University’s external research income for 2007 as reported via the Higher Education Research Data Collection (HERDC) was $42.6 million, an increase of 18.4% over the 2006 figure. The preliminary estimate of income for 2008 is $48.8 million, an increase of $6.2 million (14.4%) over the previous year.
Appendix 1 Research indicators and targets continued

1.5 Research higher degree (RHD) completions

Target: To increase RHD completions by 5% per annum.
Definition: RHD completions are taken from the annual Higher Education Student Data Collection.

Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004*</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual RHD completions</td>
<td>167</td>
<td>168</td>
<td>171</td>
<td>163</td>
<td>174</td>
<td>147</td>
</tr>
<tr>
<td>Actual % increase</td>
<td>0.6%</td>
<td>1.8%</td>
<td>-4.7%</td>
<td>6.7%</td>
<td>-15.5%</td>
<td></td>
</tr>
</tbody>
</table>

* Base year for target projection
* Data not available until later in 2009

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 2009 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. This should result in improved RHD completions in 2009.

1.6 Income from commercialisation of intellectual property (IP)

Target: To increase income from commercialisation of IP by 15% per annum.
Definition: This indicator is defined as the projected income from research contracts and consultancies written in a given year.

Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2003*</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual income $M</td>
<td>$3.05</td>
<td>$11.87</td>
<td>$4.42</td>
<td>$5.56</td>
<td>$5.26</td>
<td></td>
</tr>
<tr>
<td>Actual % increase</td>
<td>289%</td>
<td>-63%</td>
<td>26%</td>
<td>-5.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Base year for target projection
* Data not available until later in 2009

Comments: 2004 income was unusually high as a result of income relating to one particular project, making it impractical to use that year as the base year for the performance indicator targets. The targets have therefore been reset using 2003 as the base year. Commercialisation income for 2007 was $5.26 million, compared to a target of $5.34 million representing the compound 15% per annum increase from the 2003 base.
Appendix 2
Learning indicators and targets

2.1 Comprehensive

Target: To be a university of 42 000 enrolled students (just over 30 000 equivalent full-time students) by 2010.

Sub-targets:
- Domestic fee-paying postgraduates – 10% of total load
- International students – 25% of total load
- Domestic fee-paying undergraduates – 1% of total load

Definition: Student Enrolments and Student Load (Effective Full-time Student Load—EFTSL) as provided to the Commonwealth Government in the biannual submissions of data for the Higher Education Student Data Collection, are used as the reference measure for this indicator.

Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective full-time student load</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government supported</td>
<td>16 190</td>
<td>16 812</td>
<td>17 427</td>
<td>18 099</td>
<td>18 378</td>
</tr>
<tr>
<td>Domestic RHD</td>
<td>747</td>
<td>765</td>
<td>777</td>
<td>780</td>
<td>747</td>
</tr>
<tr>
<td>Fee-paying overseas (FPOS)</td>
<td>5247</td>
<td>6008</td>
<td>6157</td>
<td>6467</td>
<td>7279</td>
</tr>
<tr>
<td>Fee-paying postgraduate (FPPG)</td>
<td>1109</td>
<td>1156</td>
<td>1122</td>
<td>1139</td>
<td>1139</td>
</tr>
<tr>
<td>Fee-paying undergraduate (FPUG)</td>
<td>71</td>
<td>74</td>
<td>133</td>
<td>141</td>
<td>132</td>
</tr>
<tr>
<td>Other (Non-award, etc.)</td>
<td>390</td>
<td>175</td>
<td>135</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Total actual EFTSL</td>
<td>23 754</td>
<td>24 991</td>
<td>25 749</td>
<td>26 693</td>
<td>27 743</td>
</tr>
</tbody>
</table>

Sub-targets:
- FPOS as % of Total: 22.1% 24% 23.9% 24.2% 26.2%
- FPPG as % of Total: 4.7% 4.6% 4.4% 4.3% 4.1%
- FPUG as % of Total: 0.3% 0.3% 0.5% 0.5% 0.5%

2.2 Excellent: Retention

Target: Retention rate for each program to be at the national average by field of education for that program by 2007, and in the top 30% by 2010.

Definition: The retention rate is the proportion of all non-international non-graduating bachelors pass degree students enrolled at a census date in semester one of a year (the base year) who are also enrolled in any program at a census date in semester one of the next year. Only Griffith programs with an enrolment of at least 20 students in the base year are included in the calculation. The retention rate for each program is compared with the national average retention rate for the broad field of education (FOE) of the program. The number and percentage of programs for which the retention rate is at or above the national average for the FOE is reported. The Griffith rates are similarly compared with the lowest rate for the top 30% of the institutions’ rates.

Indicators:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Griffith retention rate</td>
<td>76.9%</td>
<td>77.7%</td>
<td>77.9%</td>
<td>78.4%</td>
<td>77.3%*</td>
</tr>
<tr>
<td>% of programs above national average</td>
<td>45.4%</td>
<td>58.5%</td>
<td>51.3%</td>
<td>44.9%</td>
<td>46.5%*</td>
</tr>
<tr>
<td>% of programs in top 30%</td>
<td>31.9%</td>
<td>38.8%</td>
<td>40.0%</td>
<td>34.2%</td>
<td>35.5%*</td>
</tr>
</tbody>
</table>

*Provisional figures

Comment: A slight improvement in comparison to the national average is suggested in the indicators over the past year.
2.3 Successful: Graduate success

**Target:**
To be in the top 30% nationally by 2010 for each program by field of education (FOE) for the proportion of graduates who are in full-time work or have proceeded to further study.

**Definition:**
Graduate success (GS) is defined as the proportion of non-international bachelors pass degree respondents to the annual Graduate Destination Survey (GDS) in full-time study or available for full-time work (A) (that is excluding graduates who were not available for full-time work) who reported in the GDS that they were in full-time study or full-time work (S) (that is GS = S/A).

The Griffith University data set is limited only to programs with at least ten respondents to the GDS in the year of analysis. The graduate success rate for each program is compared with the lowest rate for the top 30% nationally of institutions' graduate success rates for the broad FOE of the program. The number and 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:**

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Griffith employment/study rate</td>
<td>0.82</td>
<td>0.81</td>
<td>0.81</td>
<td>0.85</td>
<td>0.86</td>
</tr>
<tr>
<td>Griffith undergraduate programs in top 30% nationally</td>
<td>21</td>
<td>28</td>
<td>30</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td>% of programs in top 30% nationally</td>
<td>28%</td>
<td>30.1%</td>
<td>31.6%</td>
<td>36.6%</td>
<td></td>
</tr>
</tbody>
</table>

* Remaining figures not available until later in 2009.

**Comment:**
The average graduate success rate for Griffith graduates improved by 5.2 percentage points between 2006 and 2008.

2.4 Distinctive: Research-based learning

**Target:**
70% of programs to have identifiable research-based learning component by 2010.

**Definition:**
For the set of bachelors pass degrees, the proportion of those programs which in a period have at least 20% of student course enrolments in courses with a recognised research-based learning component.

**Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2006*</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelors degree programs</td>
<td>213</td>
<td>228</td>
<td>232</td>
</tr>
<tr>
<td>Programs with research-based learning</td>
<td>119</td>
<td>131</td>
<td>154</td>
</tr>
<tr>
<td>% of programs with research-based learning</td>
<td>55.9%</td>
<td>57.5%</td>
<td>66.4%</td>
</tr>
</tbody>
</table>

* 2006 Data is only available for the second half of the year.

**Comment:**
The percentage of bachelors degrees meeting the criteria for research-based learning has significantly increased.

2.5 Distinctive: Work-integrated learning

**Target:**
70% of programs to have identifiable work-integrated learning component by 2010.

**Definition:**
For the set of bachelors pass degrees, the proportion of those programs which satisfy the work-integrated learning criteria issued by the Learning and Teaching Committee, as reported by the academic groups.

**Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2006*</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs for which data is available</td>
<td>128</td>
<td>145</td>
<td>192</td>
</tr>
<tr>
<td>Programs with work-integrated learning</td>
<td>57</td>
<td>78</td>
<td>138</td>
</tr>
<tr>
<td>% of programs with work-integrated learning</td>
<td>44.5%</td>
<td>53.8%</td>
<td>71.9%</td>
</tr>
</tbody>
</table>

* 2006 Data is only available for the second half of the year.

**Comment:**
With over 70% of bachelors pass degree programs meeting the criteria for work-integrated learning, the University's performance target has now been met.
Appendix 3 Staff indicators

3.1 Agreed workforce plans
Definition: The number of groups with a workforce plan agreed with the Vice Chancellor, designed to strengthen strategic capabilities of the group, covering recruitment, retention and mentoring.
Indicators: Each Group PVC has agreed a strategic workforce plan with the Vice Chancellor. Staffing plans are updated in group operational plans.

3.2 Excellence embedded in staffing policies
Definition: The extent to which reward and recognition of excellence is embedded in staffing policies and processes, such as promotion, annual performance reviews, and access to research funds and study leave.
Indicators: Progress on achievements against this indicator will be reported to Council on a regular basis as information becomes available.

3.3 Research-active staff
Target: A minimum of 70% of all full-time/fractional-full-time research only and teaching & research academic staff to be research-active.
Definition: Academic staff members with at least three outputs from the following categories over three consecutive years, with at least one output from the first category:
1. Named in a Department of Innovation, Industry, Science and Research (DIISR) category publication.
2. Named on a project that received external research income (as included in the HERDC income return).
3. Principal supervisor of an RHD student.
Note. Creative and performing arts publication data has not been included.
Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Research Active Staff - Active</td>
<td>57.0%</td>
<td>61.8%</td>
<td>65.0%</td>
<td>67.4%</td>
<td></td>
</tr>
</tbody>
</table>

* Data not available until later in 2009

Comment: If this indicator continues to improve at the same rate as it has over the last three years of the target of 70% may be met in 2008 and the University may reach 80% before 2013.

3.4 Proportion of women and staff from culturally and linguistically diverse backgrounds in senior management positions
Target: Continuous improvement in the proportion of women and the proportion of staff from culturally and linguistically diverse backgrounds in senior management positions.
Definition: This data is taken from the annual return of statistical staff data to the Commonwealth Government. Senior management includes the senior executive of the University together with deans, heads of schools and departments, and directors of major administrative elements and research centres. The University is currently implementing a system to capture data on staff from culturally and linguistically diverse backgrounds, and the first data for this indicator will not be available until 2008.
Indicators:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in senior management</td>
<td>21</td>
<td>24</td>
<td>28</td>
<td>31</td>
<td>29</td>
<td>36</td>
</tr>
<tr>
<td>Persons in senior management</td>
<td>76</td>
<td>77</td>
<td>94</td>
<td>91</td>
<td>88</td>
<td>91</td>
</tr>
<tr>
<td>% of senior management who are women</td>
<td>27.6%</td>
<td>31.2%</td>
<td>29.8%</td>
<td>34.1%</td>
<td>33.0%</td>
<td>39.6%</td>
</tr>
</tbody>
</table>
Appendix 4 Student indicators

### 4.1 Quality: Median OPs by program

**Target:** A provisional target of a median OP score of 7 by 2010 has been set for the whole University.

**Definition:** The median OP score is calculated for all bachelor degree students admitted through QTAC, using the students’ natural OP or the OP equivalent of their initial QTAC Base Rank. The calculation is not based on the students’ potentially adjusted ‘offer’ OP score.

**Indicators:**

<table>
<thead>
<tr>
<th>Year</th>
<th>OP Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>10</td>
</tr>
<tr>
<td>2003</td>
<td>9</td>
</tr>
<tr>
<td>2004</td>
<td>8</td>
</tr>
<tr>
<td>2005</td>
<td>10</td>
</tr>
<tr>
<td>2006</td>
<td>9</td>
</tr>
<tr>
<td>2007</td>
<td>10</td>
</tr>
<tr>
<td>2008</td>
<td>10</td>
</tr>
</tbody>
</table>

### 4.2 Quality: Student success in external scholarships or awards

**Target:** For Griffith students to be awarded 38 prestigious external awards or scholarships over the ten-year period to 2010.

**Definition:** Prestigious external awards or scholarships are those which generally have the following characteristics: open to all Australian universities; provide for attendance at a high ranking overseas university, in particular in the UK or the USA; and focus on excellence in learning and leadership.

**Indicators:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual awards (cumulative 2001–2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>8</td>
</tr>
<tr>
<td>2003</td>
<td>12</td>
</tr>
<tr>
<td>2004</td>
<td>12</td>
</tr>
<tr>
<td>2005</td>
<td>14</td>
</tr>
<tr>
<td>2006</td>
<td>18</td>
</tr>
<tr>
<td>2007</td>
<td>19</td>
</tr>
</tbody>
</table>

*The definition of ‘external scholarships’ changed in 2008.

### 4.3 Quality: Quality of RHD applicants

**Target:** Consultations are under way to establish targets for this.

**Definition:** The percentage of commencing PhD students admitted based on a first class honours degree or equivalent.

**Indicators:**

<table>
<thead>
<tr>
<th>Year</th>
<th>PhD commencements</th>
<th>PhD admissions based on first class honours</th>
<th>% of PhD admissions based on first class honours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>193</td>
<td>102</td>
<td>53%</td>
</tr>
<tr>
<td>2005</td>
<td>234</td>
<td>113</td>
<td>48%</td>
</tr>
<tr>
<td>2006</td>
<td>186</td>
<td>95</td>
<td>51%</td>
</tr>
<tr>
<td>2007</td>
<td>203</td>
<td>102</td>
<td>50%</td>
</tr>
</tbody>
</table>

*For technical reasons no data is currently available for 2008.

**Comment:** The percentage of students with an Honours 1 equivalent background has been steady for the past three years.

### 4.4 Diversity: Access and participation rates of students of low socio-economic status

**Target:** Access and participation rate of 15% for low socio-economic status (SES) students.

**Definition:** SES is defined by the postcode of a student’s domicile. The access rate for low SES students is the ratio between the number of commencing low SES students and all commencing students. The participation rate is the ratio between the total number of low SES students and all students.

**Indicators:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Access rate</th>
<th>Participation rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>13.5%</td>
<td>13.6%</td>
</tr>
<tr>
<td>2003</td>
<td>13.2%</td>
<td>13.4%</td>
</tr>
<tr>
<td>2004</td>
<td>13.0%</td>
<td>13.3%</td>
</tr>
<tr>
<td>2005</td>
<td>13.1%</td>
<td>13.4%</td>
</tr>
<tr>
<td>2006</td>
<td>14.1%</td>
<td>13.7%</td>
</tr>
<tr>
<td>2007</td>
<td>13.7%</td>
<td>13.8%</td>
</tr>
<tr>
<td>2008</td>
<td>13.0%</td>
<td>13.2%</td>
</tr>
</tbody>
</table>
4.5 Diversity: Retention and success rates of Indigenous students

**Target:** Retention ratio of 0.95 for Indigenous students.

**Definition:** The ratio respectively of the retention rate and success rate of Indigenous students to the retention rate and success rate for other students.

The retention rate is the proportion of all non-international non-graduating students enrolled at a census date in semester one of a year (the base year) who are also enrolled in any program at a census date in semester one of the next year. The retention rate is reported in terms of the base year.

The success rate is the ratio between the student load for all courses for which students obtained a pass grade and the total student load for all courses for which students were assessed.

**Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retention ratios</td>
<td>0.87</td>
<td>0.86</td>
<td>0.81</td>
<td>0.86</td>
<td>0.89</td>
<td>0.91</td>
<td></td>
</tr>
<tr>
<td>Success ratios</td>
<td>0.83</td>
<td>0.81</td>
<td>0.86</td>
<td>0.87</td>
<td>0.88</td>
<td>0.84</td>
<td></td>
</tr>
</tbody>
</table>

* Data not available until later in 2009

**Comment:** The 2007 retention ratio is at the highest level for the past six years.

4.6 Diversity: Graduate outcomes of students from non-English speaking backgrounds

**Target:** Continuous improvement in graduate success for students from non-English speaking backgrounds (NESB).

**Definition:** Graduate success (GS) is defined as the proportion of non-international bachelors pass degree respondents to the annual Graduate Destination Survey (GDS) in full-time study or available for full-time work (A) (that is excluding graduates who were not available for full-time work) who reported in the GDS that they were in full-time study or full-time work (S) (i.e. GS = S/A). Only students from non-English speaking backgrounds are included in the calculation for this indicator.

**Indicators:**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>NESB respondents seeking full-time work/study</td>
<td>265</td>
<td>259</td>
<td>334</td>
<td>341</td>
<td>310</td>
<td></td>
</tr>
<tr>
<td>Successful NESB respondents</td>
<td>203</td>
<td>198</td>
<td>245</td>
<td>244</td>
<td>241</td>
<td></td>
</tr>
<tr>
<td>% Successful</td>
<td>76.6%</td>
<td>76.4%</td>
<td>73.4%</td>
<td>71.6%</td>
<td>77.7%</td>
<td></td>
</tr>
</tbody>
</table>

* Data not available until later in 2009
Campus locations

**Gold Coast**
Parklands Drive
Southport
Qld 4215
Telephone: (07) 5552 8800
+61 7 5552 8800

Centre for Medicine
and Oral Health

16 High Street
Southport Qld 4215
Telephone: (07) 5678 0739
+61 7 5678 0739

**Logan**
University Drive
Meadowbrook
Qld 4131
Telephone: (07) 3735 7111
+61 7 3735 7111

**Mt Gravatt**
Messines Ridge Road
Mt Gravatt
Qld 4122
Telephone: (07) 3735 7111
+61 7 3735 7111

**Nathan**
170 Kessels Road
Nathan
Qld 4111
Telephone: (07) 3735 7111
+61 7 3735 7111

**South Bank**
Queensland College of Art
and Griffith Graduate Centre (The Ship Inn)

226 Grey Street
South Brisbane
Qld 4101
Telephone: (07) 3735 3112
+61 7 3735 3112

Queensland Conservatorium

16 Russell Street
South Brisbane
Qld 4101
Telephone: (07) 3735 6111
+61 7 3735 6111