

Griffith IT Plan 2013-2017

Delivering alignment
and agility



Sir Samuel Griffith Centre | Nathan Campus

Background

IT Plan 2013–2017: Delivering alignment and agility

In August 2012 the University Council adopted Griffith 2020, a strategic statement which positions the University over the next decade and beyond. It summarises Griffith's history, the challenges we face and lays the foundations for Griffith's vision as one of the most influential universities in Australia and the Asia-Pacific region. The document notes that information technology (IT) is now ubiquitous within higher education, which has created both challenges and opportunities.

Information technologies (IT) are radically transforming the ways in which we communicate, collaborate, create, collect and share information, in all its forms. As such, they are at the heart of a university's business of knowledge creation, synthesis, dissemination and preservation.

The **Griffith 2020 IT Strategic Directions** document was developed to provide an aspirational and essential roadmap to ensure that Griffith leverages the full potential of IT to deliver the University's 2020 vision. This document, which was accepted by Executive Group in November 2012, sets down 25 direction statements to frame Griffith's IT strategy.

The **Griffith IT Plan 2013 – 2017** is the first formal Information Technology Plan released by Griffith. It seeks to realise the aspirations of the Griffith 2020 IT Strategic Directions: supporting Griffith in its move to online delivery, retaining an engaging on campus student experience, contributing to student retention, extending our e-Research capability and supporting business operations. The plan ensures that Griffith's information technology services are sustainable in their delivery, while minimising any negative impact on the environment.

This plan builds upon existing IT capability and services that have developed and matured over the past years.

Bruce Callow
Chief Technology Officer



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Chief Technology Officer



IT Plan 2013–2017: Delivering alignment and agility

This plan is structured around a number of key University goals, each of which have strategies that will drive their achievement.

IT TRENDS

The following technology and IT service developments will impact on Griffith during the life of this plan and hence they have informed its development. Trends already evident, or likely to occur within the next few years, include:

VIRTUALISATION OF TECHNOLOGY AND SERVICES

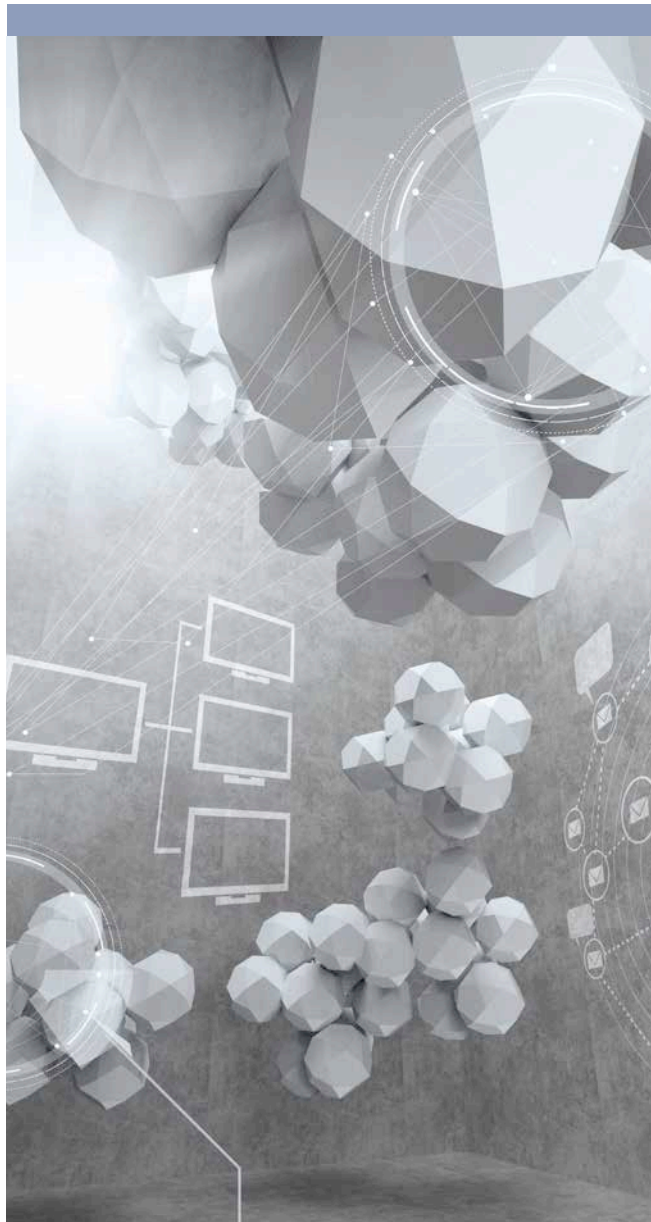
- > Virtualised desktop deployment and management technologies
- > Nationally available research infrastructure being provisioned for storage, compute and access to services
- > Improved ease of use and the automation of many basic “IT functions and services” changing support expectations and the IT engagement with clients
- > Virtual enterprises where increasing numbers of external collaborators and community require access to enterprise resources and services

CONVERGENCE

- > Convergence of collaboration and communication technologies contributing to the merging of work and personal life; of learning, teaching and the undertaking of research
- > Trend in provisioning systems that are context sensitive e.g. location, time, program module in use, user activity

CONSUMERISATION

- > Consumerisation of devices and the subsequent adoption of a “Bring Your Own Device” (BYOD) approach by students and staff
- > Accelerated time to market and the adoption of new technologies
- > Availability of low cost high definition digital audio visual



CONNECTED

- > Mobile devices that are always connected
- > Adoption of IPv6 device addresses enabling exponential growth in device connectivity
- > 802.1X Network Based Authentication delivering enhanced network port security, accelerated deployment of new network infrastructure, support the implementation of BYOD and staff devices, and support the mechanism for implementing “single sign on” at the network access layer
- > Growth in active engagement with stakeholders through CRM and social media, impacting upon service delivery channels
- > Alternative authentication technologies

DATA AND INFORMATION EXPLOSION

- > Large data – its collection, management and analysis including both ‘big data’ and ‘long tail’ data (i.e. large numbers of smaller files in diverse formats)
- > Significant growth in high quality, freely available “open” information
- > Trend towards open access publishing and open data in general
- > Sensor nets and crowdsourcing collection of data and information (research and facilities)
- > The demand for storage will outstrip backup and recovery technologies

IT WORKFORCE CHANGE

- > Internal IT organisations will focus less on technology and more on helping to use technology to achieve their outcomes
- > Emerging key role of IT in the changing nature of research i.e. larger teams, more collaboration (including international) and greater interdisciplinary requirements to address big research problems such as climate change adaptation and population health

Learning, teaching and the student experience

Overarching Goal: To provide an excellent educational experience to attract and retain students who, regardless of their background, will succeed at university and become graduates of influence



The University's **Strategic Plan 2013 – 2017** places students at the centre of our activities. The goal of ensuring that our programs, services and campuses are responsive to the needs of the student applies to all areas and all staff of the University. Information technology plays an important role in supporting Griffith in placing students at the centre of our activities. During the life of this plan, technology will underpin the delivery of an excellent education experience for Griffith's students. An excellent enrolment experience and improved student IT facilities and services will support their retention.

IT strategies over this period will be influenced by the continued growth in the size and the diversity of the Griffith student population and through the changing technological expectations of our students. We will have students that are constantly connected through multiple devices and who expect to access information and collaborate from anywhere at any time.

Griffith will be providing choice to its students through the Griffith Online strategy in conjunction with an on campus experience. This will require the delivery of state of the art technologies in our physical and virtual spaces. Over the life of this plan, Griffith will continue to drive to improve student retention rates. As well as high quality services supported through technology, this will require that data and information about the student and our operations be available for informed decision making.

The plan supports the strengthening of the student experience and our scholarly delivery through supporting the delivery of the **Griffith Academic Plan 2013 – 2017**.

GOAL 1. *University scale and flexibility of study*

GOAL 1

	Goals	Targets
	Flexibility of study	
G1.1	To increase Griffith's online delivery.	To introduce at least 4 major programs fully online in 2014 and to increase the number of programs online each following year.

STRATEGIES

S1.1	Provide the student with choice in learning options through enhanced information technology capabilities.
S1.2	Increase access to learning and research material in digital format.
S1.3	Evaluate and, if of benefit, shift the Learning Management System (LMS) into a more agile cloud-hosted software service environment running an On Demand costing model that will allow for rapid fluctuations in student numbers.
S1.4	Deliver repository services for learning objects to store, share and make accessible the learning materials, resources and tools developed by Griffith, independent of the LMS.
S1.5	Take a mobile first approach in the sourcing, design, development and delivery of learning content in digital format, ensuring that it is available on Windows, Android and iOS devices.
S1.6	Redesign key business processes to support students and academics to undertake learning and its delivery anywhere anytime and on any device. The initial business processes to be redesigned are: electronic assignment submission, online grading and marking, and online applications.
S1.7	Deliver a variety of communication and collaboration tools that support multi-channel student engagement, supporting both their academic and administrative needs.
S1.8	Enable fine-grained identification and real time provisioning of access to systems and services through an Enterprise Identity and Access Management system.
S1.9	Create opportunities for sharing ideas about emerging technologies, including a test environment where academic staff, students and professional support staff are able to trial emerging learning and teaching technologies.

GOAL 2. *Enhancing our physical and digital environments*



GOAL 2

	Goals	Targets
	Enhancing our physical and digital environments	
G2.1	To improve student satisfaction with their University experience.	To achieve national ranking in the top third for graduates' perceptions of overall satisfaction with their degree program.

STRATEGIES

S2.1	Work in partnership with students to ensure that IT services and systems meet their needs across the whole student lifecycle.
S2.2	Deliver integrated virtual and physical learning and teaching environments using leading edge technologies.
S2.3	Implement security and access in support of a Bring Your Own Device (BYOD) policy that enables students and staff to access learning and teaching systems and services using their own device from both on and off campus.
S2.4	Provide limitless internet usage for students' academic use.
S2.5	Deliver a virtualised computer lab capability that is available to students in a BYOD environment.
S2.6	Extend the wireless network to provide ubiquitous high speed coverage across all campus spaces.
S2.7	Annually benchmark Griffith information technology facilities (systems, processes, physical and virtual spaces, support services) against global leaders in digital and mobile learning and in teaching delivery.
S2.8	Establish an active Learning Spaces Workgroup that includes academic "champions", students, facilities management, information technology and other appropriate stakeholders to advise and test innovative teaching and student learning spaces and virtual environments.
S2.9	Establish a trial physical learning environment where new and innovative technologies can be experienced and then readied for deployment.

GOAL 3. *Student success and retention*

GOAL 3

	Goals	Targets
	Student success and retention	
G3.1	To improve student retention.	To exceed the national average for retention by 2017.

STRATEGIES

S3.1	Implement IT frameworks and services which enable the collection, management and analysis of University data and information in support of scholarship, the student experience and student retention.
S3.2	Identify and establish a set of data and information and develop and populate a student data model that provides a 360 degree view of the student that can be used to support the delivery of contextual based services and information to the student.
S3.3	Deliver a redesigned student portal that uses contextual data in the access to, and delivery of, personalised information, resources and services to the student.
S3.4	Deliver integration between enterprise information systems and the Customer Relationship Management (CRM) that supports the identification and tracking of students at risk and high performing students and the strategies that are applied.
S3.5	Deliver a mobile device delivered Early Alert System that keeps the student informed of their progress and risks.
S3.6	Develop and implement an application and interface architecture that simplifies the collection and analysis of data in support of students at risk.
S3.7	Implement the Griffith Data Hub as a core agile building block in support of data and system integration within our enterprise architecture.
S3.8	Utilise the CRM system as a hub that places the student at the centre of the information and actions.



Research and research training

Overarching Goal: To continuously improve our research performance and, through our research, deliver social dividends

The **Griffith 2020 Strategy** is characterised by broadening and deepening of our research areas of international excellence. The Strategy drives us to achieve benchmarked performance and impact in these areas to continue producing influential research.

Research is being fundamentally changed by the potential of information and communication technologies directly and indirectly. During the life of this plan, we will see an exponential growth in big data sets and the access to an extensive range of open data. The move to IPv6 will take data collection via sensors to another level and challenge the speed and capacity of our networks.

The range of IT services will continue to expand over the life of the plan in order to support growing research requirements as well as a variety of research models, from the needs of the individual researcher through to large international and multi-disciplinary teams. This range of services involves data and information management, access to virtual laboratories, use of cloud-based services, high speed networks and collaboration tools in support of integration and engagement goals and priorities. The opportunity will also be provided for researchers and Higher Degree Research (HDR) students to experiment with and assess the value of how eResearch infrastructure and services facilitate research.

We will implement services and infrastructure that will support research projects' data management plans. This will support the adoption of data management standards that facilitate the collection, retention and archiving, interchange and analysis of large research data sets. This includes the support of interoperability as well as content and data management standards.

The need for open access to online publications and data sets in formal journals or institutional or national repositories, along with wide public exposure of Griffith research, both publications and data sets, continues to grow in importance and dimensions. The services around the collection and exposure of these will evolve over the life of this plan, as will the information systems that support this.

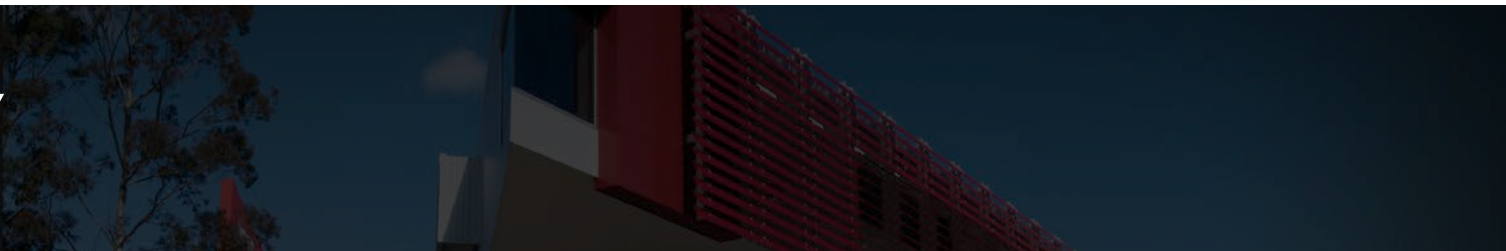
Provision should also be made for innovation in technologies and applications to support the various research processes. This could be best undertaken through Electronic Infrastructure Capital Plan (EICP) funded projects that are prioritised against research strategy.

This plan supports the delivery of the **Griffith Research Plan 2013 – 2017**.





GOAL 4. *Research intensity*



GOAL 4

	Goals	Targets
	Research intensity	
G4.1	To increase the number of HDR commencements and completions.	To increase HDR commencements and HDR completions by 5% per annum.
G4.2	To increase the proportion of staff who are research active.	To be a University in which 70% of academic staff are research active by 2017.



STRATEGIES

S4.1	Deliver high quality eResearch advisory and support services through the research project lifecycle.
S4.2	Prioritise research infrastructure needs against research strategy in formulation of the Electronic Infrastructure Capital Plan.
S4.3	Participate in state, national and international initiatives to deliver research infrastructure that supports Griffith's research strategy.
S4.4	Ensure that national and other partnership-delivered infrastructure services are available through Griffith self-service portals.
S4.5	Establish and deploy an integrated suite of collaboration tools and services in support of research.
S4.6	Provide high speed network connections for research to allow for sharing/accessing services and the movement of large data sets. This should ensure that the capacity of the connections to the Australian Academic Research Network (AARNET) continues to expand and is suitable for the transfer of large data sets and accessing services.
S4.7	Extend the engagement with and the access to services through the Australian Access Federation.
S4.8	Implement an eResearch Compute capability in support of the Griffith research strategy for both High Performance Compute (HPC) and non HPC. This should be based on a private cloud model that includes breakout into external industry Queensland Cyber Infrastructure Foundation (QCIF) and public cloud services.
S4.9	Develop and implement a workforce plan that transitions Information Services eResearch support staff into new areas of specialisation to support prioritised Griffith research needs.
S4.10	Work with a group of stakeholders including Dean Griffith Graduate Research School (GGRS), Campus Life and other relevant stakeholders to establish a minimum standard for HDR student facilities and technologies.
S4.11	Contribute to an improved HDR student experience through the review and, as appropriate the upgrade, of technologies and information systems in support of the HDR student lifecycle and associated business processes.

GOAL 5. *Research dissemination*

GOAL 5

	Goals	Targets
	Research dissemination	
G5.1	To increase research availability through open access to research findings.	To maintain open access to journal publications at or above sector norms.

STRATEGIES

S5.1	Benchmark publication repository processes and platforms against sector norms.
S5.2	Support comprehensive and accurate recording of research publications in Griffith's research database.
S5.3	Maximise citation exposure through publication visibility in appropriate open source repositories, including Griffith's publication repository.
S5.4	Implement services and systems to support the best practice for research data management, including implementation of a Research Data Storage Service to support the needs of researchers for working, dissemination and archival data services. The service should allow for a self-service capability based on a private cloud model that includes Research Data Storage Infrastructure (RDSI) and public cloud services.
S5.5	Develop partnerships and engagement with research groups and key national and state agencies to improve research processes around data management and to assist with the cultural change required to achieve good practice.
S5.6	Develop and implement a set of detailed enterprise and solution architectures for the research repository ecosystem.
S5.7	Develop an impact register using an appropriate infrastructure base.
S5.8	Mature the capability of the Research Hub information system and its interfaces whilst ensuring its fit within the research information systems architecture.

Enabling through agility, delivery and staff

Overarching Goal: To deliver efficient and agile IT services in support of the University's operation and strategies

To support an adaptive and changing organisation, we will improve the reliability and flexibility of our IT resources, processes and products and services so that they are responsive to the University's business and user needs. The University is looking to be flexible and adaptive in how it supports and delivers its learning and research, and undertakes its services and administration. This requires the use of technologies and information systems that can be put in place quickly and efficiently. Increasing agility and adaptability requires considerable change for both the IT staff and the University as a whole.

During the life of this plan students and staff will be given increased flexibility in the selection of the end user device and the technology toolsets that are available within a workgroup and to an individual. This requires the adoption of desktop virtualisation technologies and the establishment of a range of easily integrated workgroup tools in the areas of collaboration and communication.

The value of, and reliance upon, University information continues to grow. This plan will support the management of the information lifecycle and the implementation of the systems and processes to integrate and make accessible this information.

The agility and efficiency of IT will be further enhanced through the adoption of a cloud-based services approach for the delivery of services that do not provide a competitive advantage. Where practical, and when a business case exists, cloud-based Software as a Service and Infrastructure as a Service will be utilised.

The delivery of the IT services and their ongoing evolution requires a workforce that can easily adapt to change and maximize the benefit from this IT strategic capability. Through this plan there will be a maturing of the culture and skills of the Griffith staff and an evolution of the overarching IT governance and frameworks.



GOAL 6. Agility



GOAL 6

	Goals	Targets
	Agility	
G6.1	Enable infrastructure and systems that balance agility with delivery.	90% of student facing services delivered through technology will be available via mobile device.

STRATEGIES

S6.1	Deliver enterprise IT governance, investment, operational practices, infrastructure and systems that balance agility and delivery against sustainability and risk.
S6.2	Develop and implement associated policy, infrastructure and systems that will support a Bring Your Own Device (BYOD) approach that provides for choice of device.
S6.3	Pursue desktop virtualisation as it matures and as software licensing changes permit the delivery of such in a virtualised environment. In parallel, continue to advocate for software licensing changes directly with vendors and through industry groups such as CAUDIT.
S6.4	Adopt a mobile first philosophy to ensure that services and systems are delivered on mobile devices with an appropriate level of sophistication.
S6.5	Adopt solutions/criteria for our infrastructure and systems that utilise industry open standards and provide interfaces that are not device or location specific.
S6.6	Design and build an infrastructure such that on-premise storage and compute capability is augmented with seamlessly integrated external cloud services that can dynamically respond to periods of high load.
S6.7	Mature the IT project governance framework to include an oversight and advisory role over IT services.
S6.8	Maximise the value delivered, and strategic alignment of, the Electronic Infrastructure Capital Plan through the introduction of benefits realisation and business case tracking.
S6.9	Evolve security capability and practices to minimise the risk of compromise and theft of Griffith electronic assets and information.
S6.10	The use of cloud-base infrastructure as the preferred option for infrastructure supporting IT based projects during the development phase.
S6.11	Increase the engagement of the Careers and Employment Service and schools/departments with commercial employment agencies to increase students' employment opportunities.
S6.12	Establish and implement a whole of IT Strategic Procurement and Sourcing Strategy.
S6.13	Embed IT staff and solution consultants/analysts into business and academic areas to assist in the identification of solutions for business process improvement and to assist in change management.

GOAL 7. Griffith staff



GOAL 7

Griffith staff

	Goals	Targets
G7.1	Assist Griffith staff with the adoption of changing technologies.	<p>Workgroup IT solution analysis capability will be embedded within the business areas by 2015.</p> <p>By 2015, an IT workforce capability plan developed and reviewed annually.</p>

STRATEGIES

S7.1	Evolves the skills, roles and structure of the IT workforce in response to IT change while ensuring that the University community is positioned to adopt technology driven change.
S7.2	Develop negotiation and management of commercial IT contracts capability within INS for vendor delivered IT services.
S7.3	Establish a Workplace Solution Consultants/Analysts service.
S7.4	Establish and implement a framework of business process and information system improvement that supports a continual University data cleansing program.
S7.5	Establish and implement a change management framework to be used when it is identified that the change being introduced through technology adoption has a transformational impact on Griffith.
S7.6	Incorporate change management planning and actions as part of the delivery of all projects that have a significant technology component.
S7.7	Consider accumulated effect of possible change and the capability of the University to absorb the change from multiple EICP projects in the finalisation of the EICP portfolio of projects for any given year.
S7.8	Devise and implement an IT workforce capability plan that supports the evolution of IT workforce as impacted by industry trends and changes. The plan will include strategies to evolve the capabilities and skills of the IT workforce through relevant training and education opportunities.

GOAL 8. Information management systems

GOAL 8

Information management systems

	Goals	Targets
G8.1	Facilitate use of information for strategic and operational purposes.	80% of corporate records to be held in digital format by 2015. A 360 degree view of a student's information is available by 2015.

STRATEGIES

S8.1	Implement IT frameworks and services to collect, manage and analyse University information in support of scholarship, research and business.
S8.2	Evolve our records management information services and systems in line with legislative and University needs.
S8.3	Implement the Griffith Data Hub as a core information and integration building block within our enterprise architecture. Through the Griffith Data Hub, deliver a "single point of truth" for core University student and business data for data warehousing and operational/management reporting and analysis.
S8.4	Business processes to evolve so that all centrally managed corporate records are able to be lodged and managed in a digital format for their lifecycle.
S8.5	Mature the University's information management policies and practices ensuring that they are supported by systems.
S8.6	Develop an Information/Data Architecture as a part of our Enterprise Architecture.

Connected

Overarching Goal: To facilitate and simplify engagement and collaboration of the Griffith community

As an organisation operating across five physical campuses and virtually across the globe, the capability to connect and collaborate is vital. This plan will continue to implement infrastructure, technologies and practices that connect the extended University community and external stakeholders and facilitate collaboration.

This plan will enable the continued delivery of a high speed and robust data network, delivering seamless on and off campus integrated fixed and wireless connectivity. Such connectivity underlays and supports the concept and implementation of a unified communications approach. Information systems will adopt a mobile first philosophy to meet the expectations of services and information being available anywhere at any time and on any device.

It is also recognised that there is a need for international students to be able to access information from different parts of the world and thus information systems, the information and content delivered and the infrastructure required for access should, where practical, be designed to maximise this access.



GOAL 9. Connected

GOAL 9

	Goals	Targets
	Connected	
G9.1	Implement IT capability that connects the extended Griffith Community.	<p>No recorded “blackspots” in the wireless network by 2015.</p> <p>Unified collaboration implemented across Griffith by 2015.</p>

STRATEGIES

S9.1	Adopt a mobile first design philosophy to ensure that services and systems are available on mobile devices.
S9.2	Develop a capacity (people and supporting tools) for social media and Customer Relationship Management (CRM) use by Griffith.
S9.3	Re-envision the concept and design for the use of our student environments (both physical and virtual) to facilitate student engagement.
S9.4	Deploy a range of open unified communications technologies to enable the extended University community to conduct communication and collaboration anytime, anywhere from the device of choice.
S9.5	Plan, design and implement an infrastructure and content that will, within practical limitations, maximise access by our international students and collaborators.
S9.6	Ensure there is adequate capacity, coverage and resilience in all layers of the wired and wireless network to meet the increased needs of data and new technologies.
S9.7	Implement network edge authentication to enhance single sign on and security.
S9.8	Support the adoption of collaboration technologies through the deployment of Workplace Solution Officers.
S9.9	Incorporate comprehensive engagement with students and users of Griffith systems in the user experience design of Griffith information systems.
S9.10	Extend the Griffith Technology Collaboration Group to enhance engagement with Griffith’s technology partners.
S9.11	Pursue a concept of a borderless connectivity network that seamlessly connects on campus wireless with communication vendor networks.

Sustainability

Overarching Goal: To be a sustainable university

This plan aims to deliver and support sustainability from a number of aspects. These are environmental sustainability, operational sustainability including human and financial resources, and the resilience of the IT services and infrastructure when subjected to adverse conditions.

The concept of environmental sustainability from an information technology viewpoint requires that we contribute to the reduction of energy and electronic waste through the sustainable management of the environmental impacts of infrastructure, information systems and resources. Strategies in this plan support the delivery of the goals within the **University's 2013–2017 Strategic Plan** and the **Sustainability Plan 2013–2015**.

This plan supports sustainability in terms of human and financial resources and ensures that maximum impact is delivered through deliberate and prioritised investment. Investment is also required to minimise business disruptions. Through continually monitoring services, planning and assessing risk levels, we deliver continuity of critical infrastructure and systems.



GOAL 10. *Resilience*

GOAL 10

	Goals	Targets
	Resilience	
G10.1	To operate as a sustainable organisation.	To ensure the financial security of the University each year.

STRATEGIES

S10.1	Deliver resilient and cost effective IT services, infrastructure and systems through deliberate and prioritised investment of technology and human and financial resources.
S10.2	Apply a continuous review and improvement practice to IT services to ensure that they are delivered efficiently, sustainably and are aligned with Griffith needs.
S10.3	Enhance productivity and facilitate sustainable solution design practices in partnership with university administration, stakeholders and business partners.
S10.4	Establish and implement a whole of IT Strategic Sourcing Strategy.
S10.5	Implement a compliance framework incorporating governance for IT risk, IT security and IT operational management.
S10.6	Develop and implement an IT Business Continuity Management (BCM) framework incorporating Business Continuity Planning (BCP) and IT Disaster Recovery planning (DR) that is embedded into University BCM.
S10.7	Explore and establish strategic partnerships with selected vendors.

GOAL 11. *Green IT*

GOAL 11

	Goals	Targets
	Green IT	
G11.1	To achieve or exceed best practice in environmentally efficient operations and to be an exemplar to the community.	<p>To reduce waste to landfill and increase recycling by 5% per EFTSL per year.</p> <p>To maintain water and electricity consumption at or below sector average.</p>

STRATEGIES

S11.1	Establish IT technology initiatives that support the management of green impacts through reductions in energy use and e-waste production.
S11.2	Implement a single integrated printing service that introduces practices supporting reductions in printed copies.
S11.3	Develop and implement an integrated document management and workflow capability that will provide for the flow and storage of digital documents and information, thus reducing the need for paper and associated storage.
S11.4	Deploy a range of open unified communications technologies to enable the university community to conduct communication and collaboration without the need to travel to other campuses or premises.
S11.5	Extend the use of virtualisation technologies in the data centre.
S11.6	Introduce virtualisation at the desktop to drive energy and e-waste minimisation.
S11.7	Implement an IT Green Sustainability Management System incorporating leadership, governance and advice.

Key planning framework

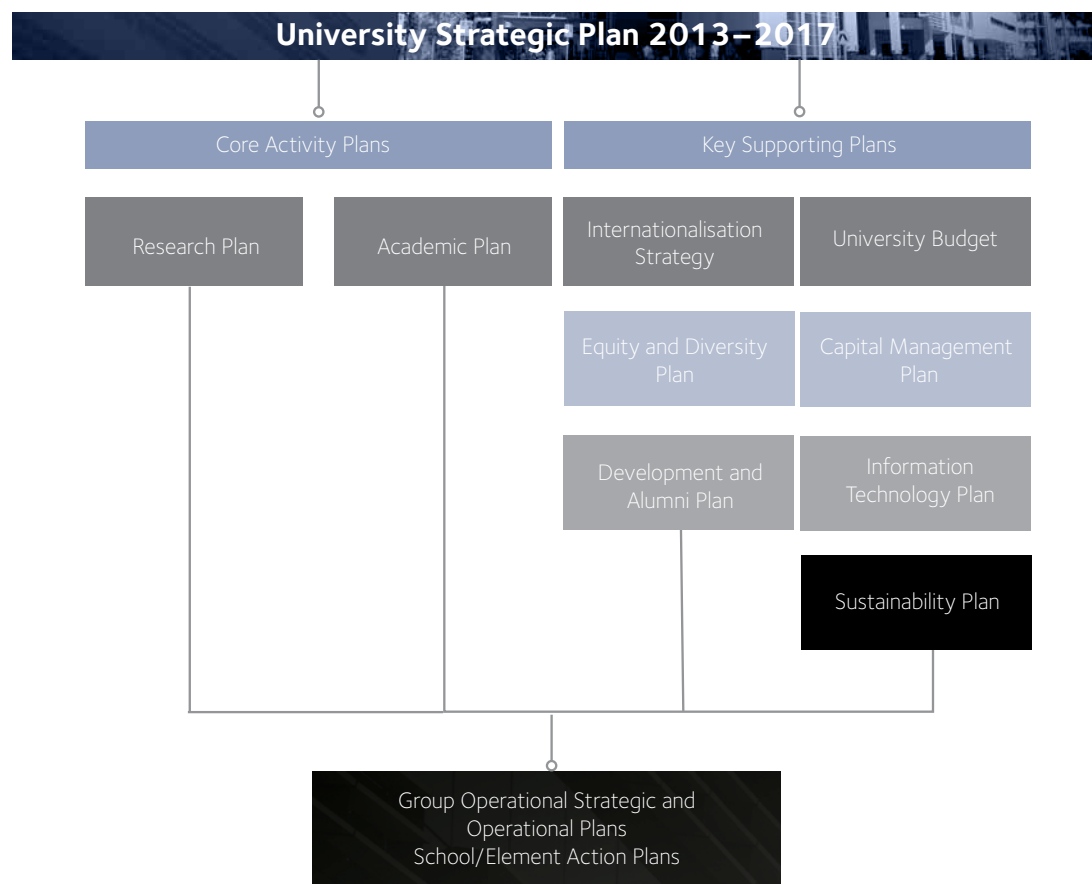


Figure 1. Key strategic planning framework

Monitoring and reporting on progress

This plan is implemented through the execution of a number of strategies that in turn support the achievement of eleven (11) goals. These goals directly support the five strategic themes that are evidenced through the **Griffith 2020 IT Strategic Directions**. In order to monitor progress in the implementation of this plan, performance will be measured and reported in the following ways:

1. Progress against the key performance indicators and targets outlined in this Plan will be reported annually to the IT Governance Board.
2. The progress of key project deliverables in the Electronic Infrastructure Capital Plan shall be tracked and corrective action taken as identified.
3. Selected external benchmarks for performance will be drawn, where possible, from national and international data sets.

See plans and publications at griffith.edu.au/about-griffith/plans-publications.



A photograph of the Griffith Health Centre at the Gold Coast Campus of Griffith University at night. The building is a large, modern structure with multiple floors, featuring a dark facade with horizontal metallic bands and large glass windows. The interior lights are on, and some windows show green-tinted displays. The building is illuminated by streetlights, creating a warm glow. In the foreground, there are trees and a road with traffic lights. The sky is a deep blue.

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