



Annual Report

2011

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.

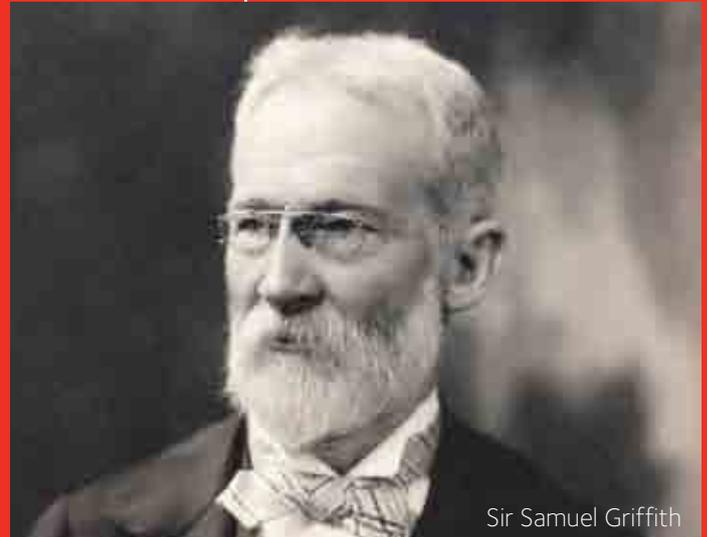
Values

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 pages 8 to 20.



Sir Samuel Griffith

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Chancellor's report

Photograph supplied by NewsPix



Ms Leneen Forde, AC
Chancellor

This year marked the 40th anniversary of the Queensland Parliament's passage of the Griffith University Act. A significant milestone such as this is a cause for great celebration and it is an opportunity to reflect upon the University's progress and achievements, forty years after its formal establishment.

In a mere four decades this University has become an academically comprehensive, internationally recognised institution, employing almost 4000 staff and enrolling around 42 000 students at its five campuses.

While the growth of the University in terms of its size and reputation has been truly spectacular, it has remained true to its foundation philosophy and ethos in providing to the community an innovative university that is intent on 'making a difference' through its engagement with, and responsiveness to, local, national and international issues.

The 2011 year has seen many outstanding achievements. I was very proud to learn that Griffith was one of only two universities in Queensland to make all three of the world's most prominent university ranking indices—the Academic Ranking of World Universities/Shanghai Jiao Tong Index, the Times Higher Education World University Rankings, and the QS World University Rankings. Our inclusion in the Times Higher Education World University Rankings for the second consecutive year cemented the University's reputation as a leading teaching and research institution, coming in the top four percent of universities in the world.

In research, the University's continued focus on enhancing its research performance yielded excellent funding outcomes. In relation to Australian Research Council (ARC) funding, the University was placed 7th nationally for ARC Linkage grants and 11th nationally for ARC Linkage Infrastructure Equipment and Facilities funding. The National Health and Medical Research Council awarded the University 12 project grants amounting to \$7.38 million, representing a significant increase in funding over previous years. The results of the 2010 Excellence in Research for Australia evaluation positioned the University among the top 10 research institutions in the country.

In learning and teaching, the University achieved success in the Australian Awards for University Teaching with seven citations for Outstanding Contributions to Student Learning, one national Award for Teaching Excellence and one national Award for Programs that Enhance Learning. University staff were successful in securing five Australian Learning and Teaching Council (ALTC) grants and two ALTC extension grants.

In just 40 years, the University has earned an international reputation as a leading, research-intensive, comprehensive university. None of this would be possible without the commitment and contributions of the University's staff and students, and I thank one and all for their ongoing support and dedication. I look forward to another challenging and successful year.

Ms Leneen Forde, AC
Chancellor

Report to the Minister for Education and Industrial Relations

Presented to Parliament by Command

9 March 2012

The Honourable Cameron Dick, MP
Minister for Education and Industrial Relations
Level 22, 30 Mary Street
Brisbane Qld 4000

Dear Minister

I am pleased to present, on behalf of the Council of Griffith University, this Annual Report 2011.

I certify that this Annual Report complies with:

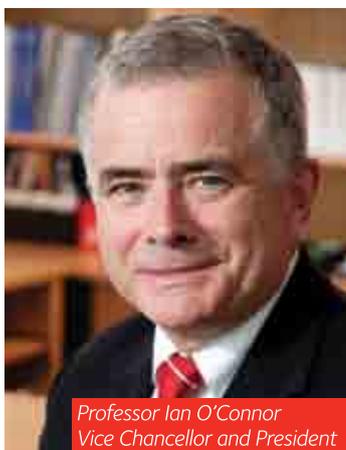
- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies.

A checklist outlining the annual reporting requirements can be accessed at griffith.edu.au/publication/annual

Yours sincerely

Ms Leneen Forde, AC
Chancellor
Griffith University

Vice Chancellor's review



Professor Ian O'Connor
Vice Chancellor and President

Strategic developments

Australian higher education is entering a period of major transformation. In 2012, universities will negotiate the introduction of a student demand-driven model for allocation of places and hence funding, and a new regulatory regime where universities are explicitly linked in the one national system with other providers.

There are also changes in our surrounding context—the structure of our economy, our export competitiveness and uncertainty about the international student market, the political context and uncertainty about the impact of Commonwealth research funding policies, increasing competition for students and staff, and so on.

These changes will combine to have a dramatic impact on the higher education sector in 2012.

In meeting the challenges which lay ahead, scale across a broad front is necessary to grow, to adapt and to improve—in short, to compete successfully.

Since its inception, Griffith University has committed itself to growing and expanding to meet the needs of the communities we serve. From a single campus at Nathan with a total of 451 enrolments in 1975, Griffith has developed rapidly into a large, multi-campus, comprehensive, research intensive university with around 42 000 enrolled students in 2011. In recent years Griffith has experienced one of the fastest rates of growth in enrolments of any Australian university, and is the only university in South-East Queensland to have substantially increased Commonwealth Government supported places.

This growth has been complemented by a strategic broadening of the University's profile of academic programs. Griffith has added the professions of medicine, dentistry and architecture to, and grown its enrolments in, a wide range of professional programs in high workforce demand.

Today, Griffith's particular strengths in research and scholarship lie in creative arts (music, visual arts, film) at the South Bank campus; social interventions (criminology, education, psychology) at the Mt Gravatt campus; Asian studies and business, the emerging bio-sciences, the environment, public policy, quantum physics and urban planning at the Nathan campus; engineering, biomedical and health research, the environment and sustainable tourism at the Gold Coast campus; and community-based research at the Logan campus.

Griffith is ideally placed geographically and intellectually to capitalise on the shift of economic power to the Asia-Pacific region with all the associated complexities of international relations, environmental management, trade, defence and population dynamics.

Griffith has also strategically invested in research excellence to attain a world-class standing in its research profile. The effectiveness of this strategy was reflected in the University's strong performance in international rankings during 2011. In August, the University secured a top 500 position on the Academic Ranking of World Universities (ARWU) for the first time, becoming only the second university in South-East Queensland to make it onto this prestigious list. Griffith made the ARWU based on its overall volume of high quality research—one of only 56 universities on the ranking to achieve this distinction. The ARWU result complemented the University's top 400 positions on both the QS World University Rankings and the Times Higher Education World University Rankings from earlier in the year. This is the first time that Griffith has been ranked in the top 500 universities in the world in the three major international ranking indices.

At the national level, the Excellence in Research for Australia (ERA) evaluation placed Griffith number eight in Australia for the total number of fields of research at the broad two-digit level assessed at world standard or above and number nine in Australia for the total number of fields at the specific four-digit level assessed at world standard or above.

These significant outcomes are the culmination of a concerted research strategy aimed at achieving the broad research footprint required for Griffith to be acknowledged as a comprehensive research university. The significance of this for Griffith cannot be overstated. Prominent representation on all major listings enables the University to engage internationally at a higher level with respect to collaborative research arrangements and for recruitment of academic staff and international students, especially at the doctoral level.

As the University progresses its current strategic agenda, we will continue to consolidate our position through strengthening our areas of strategic investment, improving teaching and learning and research outcomes, internationalising our research and student experience, reinforcing distinct campus profiles, supporting and rewarding excellence, and building our resource base.

In a period of rapid growth, the University has maintained a strong track record of careful planning supported by appropriate resource allocations. The University's capital management plan continued to move forward in 2011 with significant building and construction projects under way across our five campuses. This included substantial progress on the \$10.8 million redevelopment project to create a natural heart at the centre of the Nathan campus, and the start of construction of the Griffith Health Centre, a \$150 million health redevelopment on the Gold Coast campus. One of the major projects for 2012 will be the construction of the \$32 million Sir Samuel Griffith Centre which will be Australia's first zero-emission and self-powering teaching and research building driven by solar-powered hydrogen energy.

The University's Mission-Based Compact was finalised in 2011 and outlines Griffith's key strategic directions for the future. The purpose of the Compact is to provide a strategic framework for the relationship between the Commonwealth Government and the University. It sets out how the University's Mission aligns with the Commonwealth's goals for higher education, research, research training and innovation, and includes information on funding provided by the Commonwealth to the University. The Compact reflects Griffith's commitment to providing students with high quality educational experiences and outcomes, and to building research and innovation capabilities and international competitiveness.



In order to plan for the challenges that lie ahead, the Griffith University Council will start to consider the next iteration of the Strategic Plan in 2012. The Plan will provide a blueprint for the University's 2020 agenda and place us in a strong position to progress to the next stage of our development.

2011 overview

2011 was a year of great significance for Griffith University as we celebrated the 40th anniversary of the formal establishment of the University, as shown in the photos right.

In September 1971, the Griffith University Act was passed by Queensland Parliament, and the vision of our founders for a different kind of University in South-East Queensland came to fruition. To commemorate this historical milestone, staff and students, past and present, gathered at special 40th anniversary events on each of our five campuses during September and October. Each event was unique and reflected the distinctive nature of the campus locations and environs. The series of on-campus celebrations provided a great opportunity for the University to re-connect with our alumni, and for them to see firsthand how much Griffith has changed and developed over the past 40 years.

An overview of the University's achievements in 2011 demonstrates that Griffith has come of age in a relatively short period of time.

In addition to our strong performance on national and international research rankings mentioned earlier, the University experienced very positive outcomes in the major national research grant rounds in 2011. Total Australian Research Council (ARC) and National Health and Medical Research Council (NHMRC) funding awarded in the major rounds was \$20.2 million (\$28.8 million including partner funds). This compares to \$17.7 million (\$20.2 million including partner funds) in 2010.

The University recorded significant increases in funding in the NHMRC Project Grants scheme, ARC Linkage and ARC Linkage Infrastructure, Equipment and Facilities schemes. In particular, the results this year were the best ever for NHMRC project grants—12 successful grants with \$7.38 million in funding, compared to 9 grants totalling \$5.18 million in 2011, and 6 grants totalling \$2.85 million in 2010.



Griffith celebrated the 40th anniversary of the University's establishment with a series of events across all campuses.

A major grant success for the University came in the form of a \$17.1 million NHMRC Program Grant, for funding commencing in 2013. The Program, to be led by Professor Michael Good from the Institute for Glycomics, will investigate 'Tropical Disease — immunity, pathogenesis and vaccine development'. The work brings together nine teams of researchers from Griffith, Queensland Institute of Medical Research, Menzies School of Health Research, the University of Queensland and James Cook University.

In other major research initiatives, two Griffith staff members received 2011 Australian Museum Eureka Prizes. Professor Alan Mackay-Sims won the Eureka Prize People's Choice Award, which is awarded to the finalist who receives the most online votes from the Australian public. The People's Choice Award was in recognition of Professor Mackay-Sims' innovative research on using nasal cells transplanted into the spinal cord as a new therapy to treat spinal cord injury. Professor Hamish McCallum was a member of 'The Devils' Advocates' team that was awarded the Sherman Eureka Prize for Environmental Research. The prize is awarded for research in any field of biological, physical, mathematical or biomedical sciences leading to the resolution of an environmental problem or the improvement of our natural environment. 'The Devils' Advocates' team comprised researchers from diverse disciplines who have collaborated to provide fundamental information needed to conserve the Tasmanian devil, which is threatened with extinction by a contagious cancer.

Vice Chancellor's review *(continued)*

The quality of our teachers was recognised once again in the 2011 Australian Awards for University Teaching and national grant schemes. Griffith staff were awarded:

- seven Citations for Outstanding Contributions to Student Learning
- one national Award for Teaching Excellence
- one national Award for Programs that Enhance Learning
- five highly competitive Australian Learning and Teaching Council grants
- two Australian Learning and Teaching Council extension grants

Following on from our most successful year ever in securing Australian Learning and Teaching Council (ALTC) funding in 2010 (placing us second in Australia in terms of total funding), Griffith received \$1.139 million across the citations, awards, grants, and special initiative programs in 2011. Data are not yet available to benchmark Griffith's performance against other institutions participating in these national schemes, however, in an exceptionally competitive year, our result was particularly pleasing.

Griffith University students continued their success in national scholarship schemes during the year. Along with the Australian National University (ANU), our students received the largest number of scholarships (six in total) in the 2011 Prime Minister's Australia–Asia Outgoing Postgraduate and Undergraduate Awards. Griffith students won 3 of the 20 postgraduate awards and 3 of the 20 undergraduate awards. Award recipients will have the opportunity to enrich their academic experience through exposure to unique education systems, teaching expertise and comparative perspectives while studying in distinctive locations or undertaking collaborative research at leading universities in Asia. A Griffith Indigenous student was also one of eight recipients of a 2011 Governor-General's Indigenous Student Teacher Scholarship.

In the equity area Griffith was recognised by the Federal Government as an Employer of Choice for Women for the eleventh consecutive year—one of only 98 organisations in the nation to be recognised in 2011. Griffith is one of only two organisations in Queensland and one of only three universities in Australia to have received the citation each year since its inception in 2001. Awarded by the Federal Government's Equal Opportunity for Women in the Workplace Agency (EOWA), the citation acknowledges a strong commitment to providing an equitable workplace with positive outcomes for women. The award of the citation is a great tribute to the shared commitment of the Griffith community and reflects a deeply ingrained culture of equity.

In this year's Australia Day Awards, Ms Zoe Rathus AM, Director of the Legal Clinic within the Griffith Law School, was appointed a Member in the General Division of the Order of Australia (AM). Ms Rathus was recognised for her service to the law, particularly through contributions to the rights of women, children and the Indigenous community, to education and to professional organisations. Later in the year, Professor Newell Johnson CMG, School of Dentistry and Oral Health, was appointed a Companion in the Order of St Michael and St George (CMG) in the UK Queen's Birthday Honours list. Professor Johnson was recognised for his services to oral medicine and to public health internationally.

The University's international reputation received a further boost during the year with the launch of Australia's first Tourism Confucius Institute which will be based at our Gold Coast campus. Griffith is privileged to be associated with the Hanban (Confucius Institute Headquarters) to promote Chinese language and culture through this exciting initiative, and to be collaborating with the China University of Mining and Technology as the University's partner in operating the Institute. This is the first Confucius Institute worldwide to focus solely on tourism and will provide Chinese language teaching and training, tourism research, industry networking and international seminars, as well as promoting cultural activities to foster friendship between the people of China and Australia. Griffith is committed to developing strategic collaborations with prestigious partners internationally and the launch of the new Institute was another key initiative in this strategy.

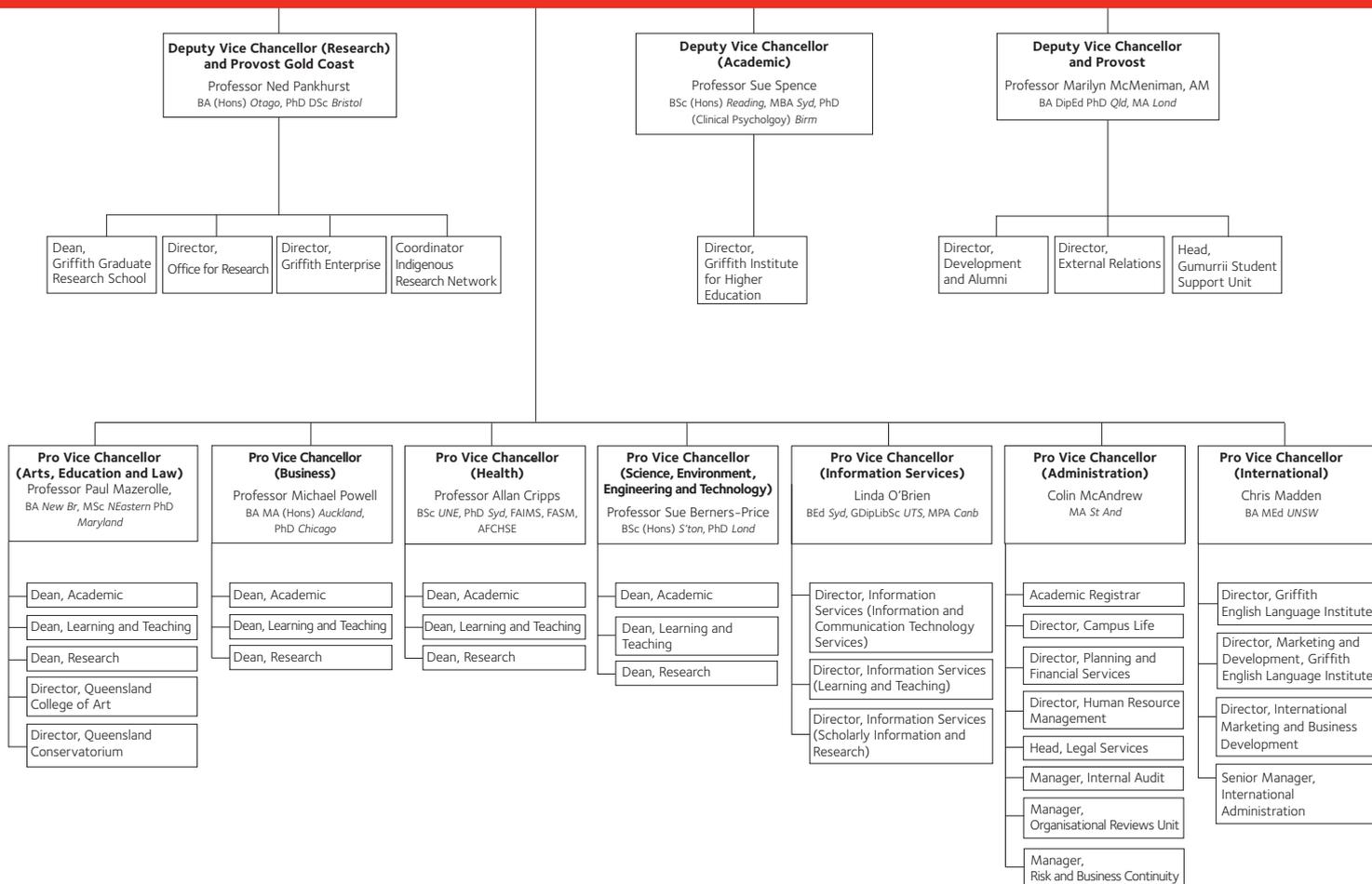
In August, the University launched its 'Know More. Do More' campaign on television, social media and the web. The new television commercials and positioning campaign were developed after extensive research and testing of the Griffith brand with current and future students, and the community. The campaign has a strong focus on the acquisition of knowledge and what it means for students who study at a research-intensive university such as Griffith.

Professor Ian O'Connor
Vice Chancellor and President

Organisational structure

(as at 31 December 2011)

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



Governance

Establishment

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

University Council

Role

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

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

Membership

Membership, at 31 December, is listed below.

Chancellor

Ms Leneen Forde AC

Deputy Chancellor

Mr Henry Smerdon AM

Vice Chancellor

Professor Ian O'Connor

Ex officio

Members appointed by the Governor-in-Council

Mr Ian Alderdice

Mr Mark Gray

Ms Rachel Hunter

The Honourable Justice Margaret McMurdo AC

Mr Garry Redlich

Ms Ann Robilotta-Glenister

Mr Henry Smerdon AM

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

Dr Arthur Poropat

Dr Dwight Zakus

One postgraduate student of the University, elected by postgraduate students

Ms Sarah Gardiner

(resignation date 5 August 2011)

Mr Nilesh Vaniya

(elected from 2 September 2011)

One undergraduate student of the University, elected by undergraduate students

Mr William Barker

(term ended 27 October 2011)

Mr Chris Eigeland

(elected from 28 October 2011)

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

Ms Kaye Dillon

Four additional members appointed under Section 16, Griffith University Act

Dr Bob Anderson OAM

Ms Sandra Anderson

The Honourable Rob Borbidge AO

Mr Clinton Dines

Meetings

In 2011, the Council of Griffith University held six meetings:

- 18 February (South Bank campus)
15 out of 18 members attended
- 7 March (Gold Coast campus)
14 out of 18 members attended
- 3 May (Nathan campus)
13 out of 18 members attended
- 1 August (Nathan campus)
16 out of 18 members attended
- 3 October (Nathan campus)
15 out of 18 members attended
- 5 December (Gold Coast campus)
14 out of 18 members attended.

Council subcommittees

The key committees that report directly to the Council are:

- the Academic committee, the senior body within the University responsible for teaching and learning, and research policies (chairperson: Professor Sue Spence)
- the Finance and Resources committee, responsible for advising Council on critical resource issues, including income projections, operating budget allocations, capital expenditure, financing strategies and risk management (chairperson: Mr Henry Smerdon AM)
- the Audit committee, responsible for assisting the Vice Chancellor and the University Council discharge financial management responsibilities imposed under the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other relevant legislation (chairperson: Mr Ian Rodin).

Advisory council

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

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

Enabling legislation

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

Functions and powers

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

University functions

The University's functions are:

- to provide education at university standard
- to provide facilities for study and research generally, and, in particular, for people in the cities of Brisbane, Gold Coast and Logan
- to encourage study and research
- to encourage the advancement and development of knowledge, and its application to government, industry, commerce and the community
- to provide courses of study or instruction (at the level of achievement the council considers appropriate) to meet the needs of the community generally, and, in particular, the people in the cities of Brisbane, Gold Coast and Logan
- to confer higher education awards
- to disseminate knowledge and promote scholarship
- to provide facilities and resources for the wellbeing of the University's staff, students and other persons undertaking courses at the University
- to exploit commercially, for the University's benefit, a facility or resource of the University, including, for example, study, research or knowledge, or practical application of study, research or knowledge, belonging to the University, whether alone or with someone else
- to perform other functions given to the University under this or another Act.

University general powers

The University has all the powers of an individual, and may, for example:

- enter into contracts
- acquire, hold, dispose of, and deal with property
- appoint agents and attorneys
- engage consultants
- fix charges, and other terms, for services and other facilities it supplies
- do anything else necessary or convenient to be done for, or in connection with, its functions.

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

Council powers

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

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

University management

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

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

Administrative support services—such as student administration, finance, human resource management, information technology and facilities—are organised as centralised offices which operate across all campuses. This structure supports consistent service levels, efficient resource use, and access to professional support and specialist expertise for all areas.

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

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

Voluntary code of best practice

The Voluntary Code of Best Practice for the Governance of Australian Universities (the code) was approved by the Ministerial Council for Tertiary Education and Employment on 27 July 2011. The code replaces the National Governance Protocols and was supported by the membership of both Universities Australia and the University Chancellors' Council at their respective meetings held during 2010. The code incorporates the essential elements of the National Governance Protocols and details the best practice requirements for University governance. The University is compliant with all aspects of the code.

Note. Further details of Griffith University governance are outlined on pages 21 to 23.

The Griffith University Strategic Plan 2009–2013 outlines goals and targets for building research excellence and supporting Griffith's aspirations to be a leading research-intensive university in Australia and the Asia–Pacific region. The Strategic Plan 2009–2013 outlines four key research objectives:

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

Strategies such as the Areas of Strategic Investment program, the Research Centres Policy and Next Phase appointments have assisted Griffith, during a period of rapid growth, to substantially increase its research income and outputs and the quality of these outputs. The ERA 2010 outcomes and rising position of Griffith in world university research rankings have enabled the University to reposition itself in promotional campaigns both nationally and internationally.

In recognition that the University was on track to fulfil its research ambitions contained in the Griffith Strategic Plan 2009–2013, the University committed to review and update its current Research Plan. This commitment was fulfilled with the new Griffith Research Plan 2011–2013: Supporting Success, which was adopted by the University Council in August 2011. The updated Griffith Research Plan 2011–2013 will continue to be a fundamental operational support for the implementation of the Griffith University Strategic Plan 2009–2013 through its goals, targets and strategies.

2011 Research Highlights

Griffith in the international university rankings

For the first time, Griffith University secured a top 500 position on the Academic Ranking of World Universities (ARWU) which primarily measures research output and quality and is generally regarded as the most prestigious of the global university rankings. The ARWU outcome comes in addition to Griffith's top 400 rankings on both the QS World University Rankings and the Times HE World University Rankings in 2011, becoming only the second university in Queensland to make it onto all three of the major world university rankings.

Excellence in Research for Australia (ERA) outcomes

Griffith is now placed among Australia's top 10 research universities based on the Excellence in Research for Australia ERA 2010 outcomes. The University is ranked at eighth in Australia for the total number of fields of research (2-digit level) assessed at world standard or above, and ninth in Australia for the total number of fields (4-digit level) assessed at world standard or above.

The ERA 2010 results profile Griffith as a comprehensive, research-active University with almost 93 per cent of researchers in fields of research assessed at world standard or better. Griffith's fields of research assessed at world standard or better are located in every major grouping of the University including health, science, environment, information technology, business, social sciences, humanities and the creative and performing arts.

The ERA results have had a positive impact on the University's reputation both nationally and internationally and will be used to great effect in terms of staff and student recruitment and partnering with high quality Australian and international institutions. The next iteration of ERA is scheduled for 2012.

Award of NHMRC Program grant

Research to be administered by Griffith University was awarded \$17.1 million through a National Health and Medical Research Council (NHMRC) Program Grant for funding, commencing in 2013. The program, to be led by Professor Michael Good from the Institute for Glycomics, will investigate 'Tropical Disease—immunity, pathogenesis and vaccine development'. The work brings together nine teams of researchers from Griffith, Queensland Institute of Medical Research, Menzies School of Health Research, the University of Queensland and James Cook University. The grant will develop strategic science initiatives in the field of immunity and vaccine research and use them to test novel vaccines for serious tropical infections, including malaria, worms and streptococcus.

QS World University Rankings by Subject—social sciences

Griffith University was placed in the top eight among Australian universities for social sciences research in the QS World University Rankings. The QS World University Rankings is an annual league table of the top 700 universities in the world and the Rankings by Subject, released for the first time this year, are based on academic reputation, employer reputation and research citations, with weightings tailored to each subject.

Griffith was one of only eight Australian universities to rank in the top 200 in four out of the six disciplines and was ranked in the top 51–100 universities in the world for Law as well as Politics and International Studies, and in the 151–200 range for Sociology and Economics and Econometrics.

Australian Museum Eureka award winners

Griffith Professors Hamish McCallum and Alan Mackay-Sim have both won awards in the Australian Museum Eureka Awards, the most prestigious awards in Australian science. Professor Hamish McCallum from the School of Environment is part of the winning team—affectionately known as the 'Devil's Advocates'—awarded the Sherman Eureka Prize for Environmental Research, for its dedication to saving the Tasmanian Devil. The spinal cord repair research undertaken by Professor Alan Mackay-Sim, and his team from Griffith's Eskitis Institute for Cell and Molecular Therapies, took out the Eureka Prizes' People's Choice Award.

Financial Services Institute of Australasia award winner

Professor Michael Drew, Professor of Finance in the Griffith Business School has been awarded a prestigious Financial Services Institute of Australasia Award in the Category of Most Outstanding Thought Leader. Professor Drew's research was one of the first in Australia to evaluate the performance of superannuation funds and he was among 11 financial services industry leaders nominated who have demonstrated originality and vision and possess an insightful understanding of the industry and its broader environment.

Queensland Tall Poppies Science award winner

Dr Erik Streed is one of eight young researchers and communicators to be named in the 2011 Queensland Young Tall Poppy Science Awards. Dr Streed's work focuses on building optics to get information into and out of single atoms in a quantum computer. The development of quantum computing is expected to solve challenging problems in secure communication, database searching, and model chemical reactions that far exceed the capacity of conventional computers.

Institute of Public Work Engineering 2011 Excellence Award for Innovation

The Griffith University Pavement Research Group was part of the Road Research Alliance (RRA) team who won the 2011 Excellence Award for Innovation from the Institute of Public Work Engineering Australia, Queensland Division. The members of the RRA consist of the Griffith University Pavement Research Group, Queensland Department of Transport and Main Roads – South Coast and Brisbane Metropolitan Regions, and Gold Coast and Logan City Councils. The team conducted a long-term pavement performance study in South-East Queensland which looked at environmental impacts, pavement performance and improvements to road network conditions and rehabilitation programs.

Vice Chancellor's Research Excellence Awards

The Vice Chancellor's Research Excellence Awards were announced at a ceremony at the Queensland College of Art in May. The awards acknowledge and reward academic staff who have made outstanding contributions to both their discipline and to Griffith's research profile.

The award winners were:

Professor Stuart Bunn from Australian Rivers Institute, Research Excellence Award for Leadership

Professor Alfred Lam from Griffith Health Institute, Research Excellence Award for Mid-Career or Senior Researcher

Dr Keith Townsend from the Centre for Work, Organisation and Wellbeing, Research Excellence Award for an Early Career Researcher

Quantum Information Science Team led by Professor Howard Wiseman from the Centre for Quantum Dynamics, Research Excellence Award for a Research Group or Team.

Areas of strategic investment

Key research objective

Build world-class research strength through our selected areas of strategic investment.

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

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

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

The University conducted an evaluation of the overall effectiveness of the ASI program in early 2011 to determine both qualitative and quantitative returns on investment. In its second full year of investment funding, substantial returns are continuing to accrue, both in income and publications outputs and also in terms of increasing the University's ability to attract leading research staff and visitors. The funds are allowing the ASIs to become involved in new initiatives and form world-class partnerships potentially providing access to excellent research facilities and equipment. The University is becoming more attractive to Higher Degree by Research (HDR) students and in 2011 Griffith conducted another mid-year HDR scholarship round which provided a number of research scholarships in the areas of strategic investment.

Research excellence

Key research objective

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

As outlined in the highlights section, the outcomes of the Excellence in Research for Australia (ERA) 2010 national report profiled Griffith as a comprehensive, research-active University with almost 93 per cent of researchers in fields of research assessed at world-standard or better. ERA's highest possible rating of '5 - characterised by evidence of outstanding performance well above world standard', has been awarded to physical sciences, specifically quantum physics and dentistry at Griffith. The University also has a large number of fields performing above world-standard ('4' rating). These areas include condensed matter physics, earth sciences, oceanography, physical geography and environmental geosciences, soil sciences, microbiology, agricultural and veterinary sciences, fisheries sciences, nursing, urban and regional planning, education systems, commercial services, tourism, political science, and law and legal studies.

Publication of Griffith University research in *Nature*

Griffith University ranked seventh amongst Australian institutions and 30th in the Asia-Pacific region in the prestigious *Nature* Publishing Index 2010 Asia-Pacific, released in March 2011. *The Nature Publishing Index* is a ranking based on the number of primary research articles published in the *Nature* family of journals. *Nature* journals are among the most highly cited journals in the scientific literature and are renowned for their publication of high-quality, high-impact research. Griffith researchers published articles across the following *Nature* journals—*Nature*, *Nature Photonics*, *Nature Physics*, *Nature Medicine*, *Nature Communications* and *Nature Reviews Microbiology*. This ranking indicates Griffith University is consistently producing high-quality and high-impact research.

2011 Higher Education Research Data Collection (HERDC) of research income and publications for 2010

The Higher Education Research Data Collection (HERDC) comprises research income and research publications data submitted by universities each year to the Commonwealth Department of Innovation, Industry, Science and Research (DIISR). Data collected from HERDC is used, along with data from the Higher Education Student Collection, for determining research block funding allocations to universities.

Research publications

Griffith's research publications for 2010 recorded a substantial increase of 16.06% in overall weighted publications—Griffith is now ranked 10th amongst Australian universities on this measure. This increase was predominantly due to a very strong growth in journal articles of 26.2%, an increase in books of 8.9% and an increase of 8.5% in refereed conference papers.

Research income

Griffith's research income for 2010 was \$64.1 million, an increase of 1.7 per cent over the 2009 figure—Griffith is ranked 12th amongst Australian universities on this measure. Australian Competitive Grants, secured mainly through the schemes conducted by the Australian Research Council (ARC) and the National Health and Medical Research Council (NHMRC), increased by 5.5% while Industry and Other Funding for Research increased by 25.4%. The University recorded significant increases in funding compared to the previous year in the NHMRC Project Grants, ARC Linkage and ARC Linkage Infrastructure, Equipment and Facilities schemes. The NHMRC success is highlighted by the University's national rank (amongst universities) for NHMRC Project Grant funding which has risen from 19th in 2009, to 15th in 2010, to 11th in the 2011 and 2012 rounds.

Growth in commercialisation activities at the University has also continued. At the time of reporting, the University had attracted \$18.9 million of funding related to commercialisation activities in 2011. This consists of \$14.36 million in consultancy and commercial research activity, \$3.7 million of technology transfer activity and almost a million dollars of funding via research, course enrolment, sale of products and services and other activities associated with our 'Enterprises'.

ARC future fellowships

Four Griffith researchers have been awarded more than \$3.1 million for Future Fellowships from the Australian Research Council (ARC). The aim of the ARC Future Fellowships scheme is to attract and retain the best and brightest mid-career researchers. In addition to the Fellowship salary for 4 years, the University will receive up to \$50 000 a year per Fellow for associated infrastructure and other costs. The Fellowships showcase some of the research strengths at Griffith. The projects range from the development of new drugs for malaria to new models for defining mechanisms of microbe survival in the urogenital tract, broadband quantum networking with trapped ions and fundamental quantum science for advancing optical quantum technologies.

Other major grants in 2011

Some examples of Griffith University's major research projects awarded during 2011 with a total value exceeding \$1 million are as follows:

- Griffith's Australian Rivers Institute is leading a \$3 million CSIRO Ecological Responses to Altered Flow Regimes Cluster to improve the management and assessment of the health of Australia's river and wetland ecosystems. The cluster aims to develop science that will optimise the benefits of this water for aquatic ecosystems and brings together water scientists and ecologists from CSIRO, the University of New South Wales, Monash University, Charles Sturt University, La Trobe University and the Victorian Department of Sustainability's Arthur Rylah Institute.
- Griffith University has secured \$2.1 million funding from the Pharmacy Guild of Australia, for research exploring the specific medication needs of mental health consumers with illnesses like depression and anxiety, and also the role community pharmacies can play in the care of people with chronic disease. The Griffith Health Institute research is funded by the Federal Government's Department of Health and Ageing as part of the Fifth Community Pharmacy Agreement Research and Development Program managed by the Pharmacy Guild of Australia. These projects draw upon Griffith University's research expertise from the fields of mental health, pharmacy practice and behavioural change.

- The National Health and Medical Research Council has provided \$1.56 million to Griffith's Research Centre for Clinical and Community Practice for a study into the use of IV drips in intensive care units and hospital wards which has the potential to save the Australian economy \$1 billion each year. The RSVP trial is the largest ever NHMRC-funded nursing project and the first major trial undertaken by the NHMRC Centre of Research Excellence in Nursing Interventions for Hospitalised Patients, since it was set up at Griffith in late 2010.
- Griffith's Institute for Glycomics, in partnership with the Menzies School of Health Research, PathWest and James Cook University, has been awarded \$1.35 million for a research project on the melioidosis disease. This infectious disease is caused by the bacterium *Burkholderia pseudomallei* found in soil and water and is closely associated with high rainfall. It has various presentations, from chronic to acute disease and rapid death due to systemic disease and septic shock. The two year study is bilaterally funded by the United States Department of Homeland Security, Science and Technology Directorate and coordinated by the Australian Department of the Prime Minister and Cabinet.
- Griffith University's Eskitis Institute for Cell and Molecular Therapies has received funding of nearly \$1 million from the Bill and Melinda Gates Foundation for a research project that will explore new screening technologies for drug discovery of latent malaria infections. The Grand Challenges Explorations (GCE) initiative enables researchers worldwide to test unorthodox ideas addressing persistent global health and development challenges. Griffith's Eskitis Institute has also partnered with researchers from Columbia University NY USA in sharing a further \$1.46 million in funding from the Bill and Melinda Gates Foundation Global Health Program (GHP) to undertake high throughput screening for anti-malarial compounds and development of anti-malarial assays.

Research infrastructure and resources

Key research objective

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

Griffith's Institute for Glycomics launched the new Laboratory of Vaccines for the Developing World in July 2011. The new laboratory represents significant opportunities for the discovery of new medicines against malaria and other diseases. A new malaria vaccine, PlasProtect™ was launched alongside the new laboratory, to protect against all known strains of the deadly disease. Led by Professor Michael Good, the malaria vaccine uses a scientific method whereby ultra-low doses of whole malaria parasites are 'put to sleep' using a unique chemical treatment. The sleeping parasite will be administered to volunteers as part of Phase 1 human vaccine trials during the next 12 months with the treatment expected to produce an immune response that will protect against known strains of malaria.

The new Griffith Imaging and Image Analysis facility was launched in September 2011 for biomedical researchers as a one-stop-shop for microscopy and image analysis. The new, amalgamated imaging facility features a range of cutting-edge imaging instruments and is located at the Griffith Health Institute at the Gold Coast campus.

The \$32 million Sir Samuel Griffith building will be the country's first zero-emission and self-powering teaching and research building, driven by solar-powered hydrogen energy. Scheduled for completion in June 2013, Griffith University was awarded \$21 million from the Commonwealth's Education Investment Fund towards the building which will be a model for remote communities in Australia and across the world that do not have access to grid power.

A memorandum of understanding (MOU) for the Gold Coast's multi-million dollar Health and Knowledge Precinct was signed between Griffith University and the Gold Coast Health Service District in February 2011. The MOU acknowledges the intent of both parties to work together to deliver health services, practices and programs which are responsive to the changing needs of the Gold Coast community. The new \$150 million Griffith Health Centre is scheduled for completion in December 2012 and will bring all health-related research programs on the Gold Coast onto one campus.

The Griffith Health Centre is a key component of the new Gold Coast Health and Knowledge Precinct, with the new \$1.76 billion Gold Coast University Hospital. The University will be a major contributor to the precinct through its teaching programs and through close collaboration with the University Hospital in research and joint staff appointments.

The National Climate Change Adaptation Research Facility (NCCARF) hosted by Griffith University, Gold Coast, has appointed an advisory board to guide the facility through its operational phase from 2011–2013. NCCARF was established and funded by the Australian Government to generate the research required by decision-makers in government, business and vulnerable communities to adapt to the impacts of climate change. The board members comprise a cross-section of influential decision-makers representing local, state and federal governments, business and research. Each board member is at the forefront of climate adaptation policy, research or sustainable business practice in his or her field.

Provision of high quality research data

The University is investing in a replacement research system for the current research administration database. Much of 2011 was spent implementing the new research information system, and this work will continue in 2012, with a full migration expected later in the year. This will enable analysis of data that was previously difficult to capture and extract, allowing the University to develop more finely tuned research strategy at every level.

Research innovation

Key research objective

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

The University supports and facilitates innovation through its research grant projects, consulting and commercial research, and the commercial transfer of intellectual property to existing and new businesses. The University's commitment to innovation through the implementation of a revised intellectual property policy during 2011 has attracted an 80% increase in invention disclosures and a 9% increase of patent families compared to 2010. In addition, 90% of the existing patent portfolio has been commercialised or is in the process of commercialisation and University capabilities are further developing third party technologies which contribute to society through the practical application of intellectual property.

The University also conducts a range of innovation-related activities for students including the Griffith Innovation Challenge and Business Concept Competition, an Industrial Affiliates Program and Work-Integrated Learning program.

Griffith University's researchers provide multidisciplinary and proactive solutions for industry, government and the community. Some project examples are as follows:

- Griffith University is leading an international education study investigating how digital games enhance high-level understanding and learning. The Serious Play research project brings together an international team of researchers with expertise in new media and new education literacies. Researchers from Griffith University, Queensland University of Technology, Deakin University and the National Institute of Education, Singapore are working with primary and secondary schools in Queensland and Victoria and are using a range of methodologies including surveys and case studies.
- Members of Griffith University's Indigenous Research Network (IRN) and Research Fellows of the Office of Indigenous Community Engagement, Policy and Partnerships (ICEPP) are researching sudden unexpected death in infancy (SUDI) and sudden infant death syndrome (SIDS) within Indigenous communities.
- Researchers from the Griffith School of Engineering have been appointed to the Australia and New Zealand sub-regional secretariat of a United Nations global partnership on waste management. The International Partnership for Expanding Waste Management Services to Local Authorities (IPLA) aims to develop public-private partnerships to tackle community waste problems. Griffith will play a key role in bringing Australia and New Zealand's successful models of technology and expertise, such as electronic waste management, to local authorities around the world.
- Griffith University's School of Human Services and Social Work is working with World Vision Australia on a community-led evaluation of early childhood care and development in Pilbara, Western Australia. The School is also working in consultation with peak school age care bodies, educators and parent groups in developing a new framework for providers of before and after school care, and vacation care. This new framework is providing educators and parents with the first national set of guidelines and expected results for the school age care sector.

Research education highlights

During 2011 the Griffith Graduate Research School (GGRS) implemented several initiatives aimed at enhancing the quality of Higher Degree by Research (HDR) education at Griffith:

- a revised strategy for HDR supervisor accreditation
- development of a publication strategy for PhD students including a requirement for students to publish outputs during PhD candidature
- new spaces for HDR students centrally
- relocation of the business processing of HDR enquiries, admissions, scholarships, candidature progression/ variations and examination to Student Administration
- adoption of a new HDR student management system
- expansion in domestic and international HDR numbers achieved through multiple entry options and an increased number of scholarships.

Research week

In 2011, GGRS again participated in the University's Research Week, held in September, and which promoted the University's research capabilities to prospective research students, industry, and the community. Research Week offered a number of activities, including on-campus engagement in the Three Minute Thesis competition, research scholarship information evenings, and the Logan Research Showcase, and engaged a broad spectrum of stakeholders in the research community.

Three minute thesis competition

2011 marked Griffith's second year of involvement in the Three Minute Thesis competition which aims to develop key skills in research students by challenging competitors to present a clear, concise, yet engaging description of a research project in three minutes.

Deborah Massey from the School of Nursing and Midwifery, was the winner of the Griffith final for her research into saving the lives of deteriorating patients in hospital systems and Lauren Ball from the School of Public Health was the runner-up for her research into nutrition advice from general practitioners. Deborah joined finalists from universities across Australia and New Zealand at the grand final in Perth, hosted by the University of Western Australia in late September.

Logan research showcase

The Logan research showcase featured a number of case study presentations from Griffith researchers and their respective industry partners on building research capacity, community-based applied research and translating specialist research to a wider audience. Logan campus has a strong cohort of HDR students, and over 90% of staff based at Logan campus are currently involved in research projects, with almost 20% of research staff having the opportunity to focus 100% of their time on research (research-only staff). The University's e-Research services provided a demonstration on the University's new Research Hub, a rich and informative guide to the University's research expertise in a comprehensive array of academic fields.

Research scholarships

Griffith research scholarship information evenings are designed for prospective HDR students and provide information on how to apply for a scholarship, find supervisors, qualify for a PhD, and benefit from the wide range of support services available to Griffith research students. The research scholarship program is a key component of the HDR recruitment strategy and has built on the success of the 2010 trial.

For the mid-year scholarship round, 139 of the 219 applications were deemed to meet the highest level for admission—Category A. In total, 76 living allowance scholarships were allocated, with international students receiving a packaged offer of a living allowance scholarship and a tuition fee scholarship. The annual scholarship round, for commencement in 2012, saw an increase with 278 applicants deemed to be Category A. Over 220 of these were offered scholarships, with international students receiving a packaged offer.

Outlook

The new Griffith Research Plan 2011–2013 reinforces the University's Strategic Plan 2009–2013 in identifying detailed strategies for the development of world-leading areas of research excellence. The University's commitment to its Areas of Strategic Investment is already building on Griffith's research achievements and reputation for quality and growing a performance culture of research excellence.

The latest research plan is about 'supporting success', such that Griffith's growth in research can continue uninhibited whilst ensuring that areas requiring improvement receive priority attention. Griffith will continue to ensure the University's current research standing is projected to a wider audience, leading to growth of Griffith's reputation and the development of higher quality research partnerships with the corporate and community, government and academic sectors.

Learning and teaching

In 2011, Griffith University celebrated the launch of its Academy of Learning and Teaching Scholars. The academy, recognising the University's exceptional teachers, includes those outstanding teachers who have received Australian Learning and Teaching Council (ALTC) or Carrick awards over the past few years. Among its various activities, the academy members will provide advice to the University about its directions in learning and teaching, and will make a strong contribution to the mentoring of other staff.

National awards for university teaching

In 2011, Griffith staff won two Australian Awards for University Teaching. Professor Michael Balfour, School of Education and Professional Studies, received an Award for Teaching Excellence in the Humanities and the Arts category, while the Uni-Reach program (led by Judy Hartley, Suzanne Wilkinson, Jo Merley, Martina Donaghy and Trish Gillan, Student Services, Academic Administration) received an Award for Programs that Enhance Learning in the Widening Participation category. These awards join a long tradition of national acknowledgement for Griffith's innovative and inspiring teachers and programs.

Griffith staff or teams won seven ALTC Citations for Outstanding Contributions to Student Learning. Congratulations are extended to:

- Professor Brendan Bartlett
- Professor Nick Buys
- Craig Cameron
- Dr Stephen Larmar
- Dr Niru Nirthanan
- Dr Leonie Rowan
- Professional Development Program Bachelor of Commerce (Professional)

Griffith received over \$1 million across ALTC's citations, awards, grants, and special initiative programs including:

- two projects funded in the major Innovation and Development Grants program, and led by Dr Brydie-Leigh Bartleet and Dr Don Lebler (both at Queensland Conservatorium). Griffith staff are partners in an additional six multi-institutional grants.
- an ALTC special project about work-integrated learning and graduates' readiness to commence work
- an ALTC Leadership and Excellence Grant led by a Griffith team collaborating with partners from Deakin, Central Queensland, and Victoria Universities, and the University of Western Sydney

- extension grants for Professor Stephen Billett and Ms Lainie Groundwater; Dr Calvin Smith, Ms Carol-joy Patrick, Professor Kerri-Lee Krause, and Mr Tony Lyons, Student Services; and the Queensland Promoting Excellence Network (Q-PEN).

Comprehensive

Goal

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

Griffith's student numbers continued to grow but at a significantly slower rate than previously. The domestic enrolment strategy is partly a reflection of infrastructure constraints but also ensures that the University continues to enrol good quality students.

For semester 1, overall there was an increase in demand for Commonwealth-supported places in Queensland, with the highest number of applicants for the past 10-year period, improving further on the significant upswing from 2010. Demand for Griffith programs through QTAC and UAC strengthened, with combined first preference applications rising by 5.1%, which is above the state average for all universities in Queensland. Amongst our major regional competitors, Griffith's market share increased from 18.9% in 2010 to 20.3% in 2011, with improved OP cut-offs in the main round for 60% of Griffith programs.

For semester 2 admissions, overall there was sustained demand for Commonwealth-supported places in Queensland. While the mid-year intake represents a small proportion of Griffith's overall annual intake, demand for Griffith's mid-year programs was strong, with aggregated first preference applications rising to 19.12%.

Open Universities Australia (OUA) is now the largest provider of external higher education in Australia, with enrolments growing steadily over the past five years, increasing by nearly 32% in 2009 and by almost 36% in 2010. Griffith is one of OUA's main providers of online courses. In 2011, undergraduates enrolled in 30 529 subject units, predominantly across humanities, criminology and criminal justice, and business. Postgraduates enrolled in 1395 subject units across similar areas.

Recent federal government announcements, initiatives and reviews have emphasised the need for the provision of more streamlined pathways between the vocational education and training and higher education sectors. Griffith's pathways and articulation processes have been identified as best practice by a project funded by the Department of Education, Employment and Workplace Relations. The University has an office specifically responsible for articulation and credit transfer, which maintains a credit transfer precedent database and tracks students through their articulation pathways.

Excellent

Goals

- To improve retention of students
- To improve the CEQ overall satisfaction indicator of Griffith graduates
- To improve CEQ good teaching scale responses from Griffith graduates

Griffith student perceptions of overall satisfaction and good teaching showed a strong improvement in the national rankings. We still have some significant improvements to make, but it was encouraging to see efforts made by staff are starting to pay off.

Teaching support

A key focus was on enhancing support for our sessional academic staff, who play a very important part in teaching at Griffith. They need support to perform well in their roles, including participation in excellent professional development, and strong support within their schools. A project led by Professor Alf Lizzio surveyed all sessional academic staff, and the results are being used by Heads of Schools to optimise support for sessional staff.

The Griffith Institute for Higher Education (GIHE) increased participation by teachers in its Foundations of University Teaching program. Enrolments in 2011 in the Graduate Certificate in Higher Education continued to rise, more than doubling the 2009 figures. GIHE's professional development now includes a resource-rich website around the 7 Principles to Promote Excellence in Learning and Teaching Practices at Griffith University, which is invaluable for academics reflecting on the design of courses or programs.

A new initiative by Griffith International has been very successful, providing language support for approximately 60 international academics. Language support has been provided through workshops, editing support and individual consultations.

Learning and teaching (continued)

First-year experience

A First-Year Experience project, led by Professor Keithia Wilson, is trialling a whole-of-school/program approach. The project seeks an effective, sustainable, integrated strategy for supporting the success of commencing students. The key elements to the strategy are leadership development, co-curricular development, and curricular improvement. An early priority has been to improve assessment practice, across two schools in the Health group and one in the Arts, Education and Law group. Preliminary data from the 2011 Starting @ Griffith survey indicate very positive outcomes for participating schools compared to other schools in their groups.

Orientation and transition activities in 2011 focused on informing, connecting, inducting and supporting our commencing students.

Since 2005, the Starting @ Griffith survey of commencing students has identified areas for improvement in orientation experiences across the University. Examples for 2011 include:

- improved enrolment guide and enrolment packs
- extended access to 'Welcome to Griffith' websites to assist students with enrolment
- orientation sessions for parents, partners and supporters of commencing students

Student ambassadors assisted commencing students with way-finding, information and referral. Student partners (senior year students trained by Student Services) assisted at a wide range of orientation activities including market day stalls, workshops and campus tours.

International students received a tailored orientation program, before the main University program, that included financial, accommodation and social advice as well as assistance with enrolment and preparation for study. International advisors developed a new International Arrival Guide with comprehensive information about facilities, services and supports on campus. Student Linx and GI Mates Programs continued to provide peer connections and support to commencing international students.

Griffith's student population of around 42 000 includes representatives from over 131 countries. Student Linx aims to improve the student experience at the University by organising a series of engaging events, which facilitate lasting connections between students from different cultural and linguistic backgrounds. In 2011, Student Linx expanded its range of events and programs, and the participants increased by 135%. At these events, run by students for students, domestic students accounted for 47% of all attendees.

Senior year experience

Graduation is a key point in the student lifecycle, as students make the transition to the workforce or to postgraduate study. Senior year activities are important opportunities to integrate the knowledge students have developed in separate courses, and to consolidate their understanding and awareness of their professional, civic and social responsibilities.

Academic programs across the University incorporate various ways to achieve these goals. These include:

- capstone courses with opportunities to integrate knowledge, skills and capabilities
- graduate exhibitions, performances and mini-conferences
- reflection on the cumulative development of graduate attributes
- career development and networking, in association with professions and industry
- social events that build belonging in the cohort
- leadership development

Through the senior year, groups and schools held diverse events to build long-term relationships with our graduates as active and valued alumni, especially as role models and mentors for our future students.

Learning spaces

Across Griffith University, a redevelopment program worth over \$7 million is creating new environments for learning that respond to changing teaching strategies and learning styles, new information and communication technologies, and facilitate more efficient use of space. The completed upgrades to formal and informal learning spaces are transforming campus life, and enhancing the learning experience.

The designs recognise that learning occurs throughout our campuses and in formal and informal, indoor and outdoor areas. We are aiming to enable Griffith students to experience an excellent campus-wide wireless network. For example our libraries at the Gold Coast and Nathan campuses incorporate features such as collaborative zones where students can meet and study in a variety of purpose-built and flexible areas.

Several external spaces are being converted into outdoor learning environments that are proving extremely popular as meeting places for students, as well as comfortable and quiet open-air study zones. Areas have been created at Nathan in Macrossan, Environment 2, Health Sciences and Environment 1 buildings.

Learning support

Blended learning advisors work within the academic groups to implement the Blended Learning Strategy. While much work is focused on discipline-specific needs, across the groups the blended learning activities are building the capacity of academic staff to confidently embed the use of information and communication technologies into their curricula. In response to the needs of each group, the blended learning advisors have embedded targeted staff development processes and just-in-time support.

Students across the University are benefiting from classroom capture, with recordings of either audio and/or video of class sessions and delivery in a digital format. The availability of lecture capture, personal capture, and real-time collaboration technologies gives students additional learning resources to supplement their on-campus classes. They have proven useful for students whose first language is not English, and for those who are juggling many competing demands.

The Griffith English Language Enhancement Strategy (GELES) supports our international students. Nearly 2700 students completed one of the four discipline-specific English language enhancement courses. Monitoring shows clear signs of higher levels of academic performance from students who have done the course. EnglishHELP offers all enrolled international students a weekly one-on-one session with a language teacher to support student's learning from a language perspective. EnglishHELP has grown by an average of 25% each semester.

Smarthinking is an offshore online tutoring service based in Washington DC. It aims to increase student achievement and enhance learning through synchronous and asynchronous academic tutoring. The service offers 24 hours per day, 7 days per week access to online real-time tutoring, submission of draft scripts for critique and editing and posting of questions for answer by Smarthinking tutors. Students benefit from increased academic skills, and teachers benefit from decreased pressure to mark poorly constructed texts.

In 2011, the use of Smarthinking focused on the Widening Participation (WP) project cohort, with some hours offered for use by the Griffith English Language Institute (GELI), for both semesters. The uptake amongst GELI students was limited, however the WP project cohort continued to use the service strongly, with the number of sessions and hours used increasing by 252%. Specific health-related material was added to the online offering to help support nursing students within the cohort, who make up both a high percentage of the cohort and the service users. Students reported that access to Smarthinking complimented the range of services available to support them on-campus, and added a dimension of support often unavailable to time poor or external students. Access to the service will continue for WP project cohort students in 2012.

Assessment

The University Assessment Committee revised the existing Assessment Policy to support the quality assurance of assessment in the University, by requiring a number of consensus moderation processes at the course level. The new policy on Governance of Assessment and Academic Achievement Standards provides clarity about the roles and responsibilities for making recommendations and decisions in relation to assessment matters.

A University-wide project, funded until December 2012 through the Griffith Grants for Learning and Teaching, is addressing the quality assurance mechanisms, which will also enhance the quality of students' experience. This issue is also of significant national concern because of the creation of the Tertiary Education Quality and Standards Agency.

Progress made in 2011 included:

- an enhancement of the curriculum initiatives tracking component of Griffith's course profiles, developed to obtain data about academics' consensus moderation practices
- development of an on-screen marking tool called 'ReMarks', to help academics provide more, higher quality feedback to students in less time, and support consensus moderation practices
- professional development resources about good practices in assessment, assembled in the new Assessment Matters website

Program awards

In 2011, Griffith's MBA regained its 5-star rating from the Graduate Management Association of Australia (GMAA). Since the inception of the GMAA ratings in 2002, our MBA has received a 5-star rating nine times. The International MBA also received a 5-star rating in 2011. Griffith's MBA also ranked well in the 2011 Financial Review BOSS Magazine MBA survey.

Excellent teachers

The Griffith Group Learning and Teaching Citations recognise and reward truly engaged teachers who are student-centred and respect students as active members of the groups' learning community. In 2011, a record number of applications for the Learning and Teaching Citations were received, and Citations were awarded to 24 individual teachers or to teaching teams. Group Excellence in Teaching Awards were won by:

- Dr Paula Jervis-Tracey for Arts, Education and Law
- Dr Kate Shacklock for Griffith Business School
- Dr Roselyn Rosemeyer jointly with Dr Jessica Vanderlelie for Griffith Health
- Dr Kathryn Tonissen jointly with Ms Geraldine Torrisi-Steele for Science, Environment, Engineering and Technology

In 2011, the University introduced the Vice Chancellor's Award for the Griffith University Teacher of the Year. This prestigious award acknowledges an outstanding contribution to student learning and is awarded to a recipient of the Group Awards for Excellence in Teaching. Due to the exceptional pool of applications, two recipients were acknowledged for the Vice Chancellor's Award—Dr Paula Jervis-Tracey and Dr Jessica Vanderlelie.

Distinctive

Goal

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

Graduate attributes

Following the revision of its graduate attributes, Griffith University implemented communication and curriculum strategies across all courses and programs within the University. Students have been surveyed to assess their awareness. The Griffith Graduate Attribute toolkits have been revised and rewritten with new sections focused on assessment and standards.

Learning and teaching (continued)

Service learning

Griffith University is exploring the expansion of service learning as a component of its growing work-integrated learning (WIL) profile, and hosted the first Service Learning Summit in Australia. Service learning involves the intentional integration of academic theory with practice, with the practice component providing a community benefit. Abundant literature shows evidence that service learning has positive impacts on student engagement with their learning, and hence positively impacts retention and studies. Service learning is also renowned for building leadership capacity in students.

In the Griffith context, service learning will initially be offered in summer semester as a post-first year, 10CP free elective experience in all disciplines, with the community activity surrounded by an academically rigorous shell course. Students will be able to participate in service learning activities in both on- and off-campus activities.

Work-integrated learning

An audit of WIL, conducted late in 2010, reported in 2011 on how the University is performing against its target of having the opportunity for students to undertake WIL in its programs. The audit revealed that 72% of all Griffith programs offer the opportunity for WIL compared with 45% in 2006. In 2010 WIL was available in 88% of Griffith undergraduate programs. The University has made significant progress towards ensuring that WIL is available in academic programs.

Griffith entered a partnership with Deloitte to introduce an extended placement experience for 60 Griffith students per semester. During the placements, students enrolled in the course will work in interdisciplinary teams of around 6–8 upon specific projects, under the supervision and guidance of Deloitte mentors. Students will enjoy many benefits, as it will give them a key experience of working in a real-world industry context, with opportunities to enhance their skills in many of the Griffith graduate attributes. When it comes to job-seeking at the end of their programs of study, the students who have completed this WIL experience are likely to have a significant market edge. A range of disciplines across the University are being targeted in this initial stage.

In Canberra the Innovative Research Universities (IRU), in partnership with the Australian Chamber of Commerce and Industry (ACCI), launched a suite of case studies encouraging business to engage with universities, providing industry relevant experience for students. Griffith University joined with the Chamber of Commerce and Industry Queensland to present the IRU-ACCI case studies in the Logan area, in collaboration with Logan City Council.

The event raised community and business awareness of, and interest in, WIL and gave Griffith's WIL convenors the opportunity to connect with industry representatives.

Global citizenship

More Griffith students are experiencing different cultures first-hand. The University received over 40% more federal student exchange funding in 2011 compared with 2010. Griffith also received federal funding for three faculty-led mobility programs. At the time of reporting, 2011 mobility summaries (completions) have not been released. The mobility report for 2010 showed that 33% of Griffith students' international experiences were for a semester or a year, while 67% were short-term. Participation in outbound student exchanges in 2011 involved 250 students.

Successful

Goal

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

A survey of members of the Australian Association of Graduate Employers nominated nine finalists in the award for the Best Careers Service in Australia for Employers. Griffith's Careers and Employment Service (CES) was a finalist, along with six Group of Eight* universities and the winner was Monash University.

The CES won the Best Practice Award for 2011 from the National Association of Graduate Careers Advisory Services for its Griffith Talent project. Outreach staff realised that there are potentially untapped employment opportunities for Griffith in the small to medium enterprise (SME) employment market. Griffith Talent project is a special point of engagement or gateway to support incoming SMEs, through an engaging website and promotional animation about using student and graduate knowledge and skills.

* The Group of Eight (Go8) is a coalition of leading Australian universities, intensive in research and comprehensive in general and professional education. They are generally the nation's longest established universities.

Employer engagement

CES has consistently made presentations and promotions to employer groups to develop relationships, which yield employment opportunities in the short or medium term. Industry engagement staff attended a wide range of business and industry functions, including Chambers of Commerce, Institute of Management and industry groups in specific industry categories. A marketing campaign directed at rural and regional councils commenced.

The first Creative Industries Networking event brought students of design, photography and film and television together with industry. Final-year students participating in this successful event enjoyed a panel of industry speakers, as well as the opportunity to network with over 30 industry representatives.

The newly formed Employer and Industry Engagement group—staff from across the University whose roles involve engagement with employers—will provide some overarching coordination of employer engagement, and provide support for staff undertaking this important work.

Fairs

The Recruitment and Careers Fairs were held at Nathan and Gold Coast campuses for the thirteenth year. These fairs featured 92 individual exhibitors representing major companies and government departments who were offering graduate positions commencing in 2012 and professional associations keen to induct new members.

For the second time, the Volunteer Experience Fair was held at Gold Coast and Nathan campuses. In 2011, 41 different organisations took part, showcasing volunteer organisations to domestic and international students, and promoting the idea of volunteering as a way of developing work-ready skills. Approximately 1000 students attended the fair at each campus.

Step into Griffith—Logan Careers and Information Day attracted thousands of high school students transported to Logan campus to interact with an array of information booths, displays, a careers fair and a campus tour.

Indigenous employment

Griffith established a further one-year contract with DEEWR to place Indigenous students into employment. The contract funding supports the salaries of staff working on the project and operational expenses. Project manager, Jenny O'Neill developed the *Aspire – Inspire – Achieve* booklet, which is a showcase of the academic and career success stories of 13 Indigenous Griffith graduates, working throughout Australia in different roles. The booklet's aim is to raise aspiration among young Indigenous Australians to establish satisfying careers for themselves, via university studies.

Job searching

The Careers and Employment Service offers direct employment support for students as they progress through their studies and commence the search for graduate employment. Total student logins to CareerBoard increased by 15% compared with 2010.

CareerBoard helps students and graduates find job vacancies, and career-related activities, resources and events. The total jobs listed increased 25% over 2010 content.

Employment preparation seminars have been conducted, face-to-face, each month with more than 6900 students and graduates attending seminars offered centrally or as part of their program. CES also enhanced the availability of online employment preparation seminars this year.

Student mentoring and leadership

Peer mentors play an important role across the institution. In 2011, there were 42 mentoring programs, with over 850 undergraduate students participating as mentors, and thousands of Griffith students experiencing mentoring. During pre-Orientation and Orientation, over 400 students were trained as peer mentors through Mentoring @ Griffith, with the majority of the support for first-year students. This resulted in over half of our commencing students reporting in the Starting @ Griffith survey that they have had access to student mentors during their transition to university. Commencing students, who reported that they had access to mentoring, also reported more positively about their university experience.

The Uni-Key Mentoring program supports commencing students from diverse backgrounds including students from low socio-economic backgrounds, students with disabilities, and students from regional and rural areas. A vital factor in its success is the involvement of carefully recruited and well trained student mentors. Many of these mentors have participated in Griffith's equity programs including Uni-Reach and Uni-Key and so they are keen to share their experiences and pass on some of the invaluable knowledge and skills that they have gained.

While many of the mentoring programs are managed and coordinated by Griffith staff, some mentoring programs allow students to take on the leadership roles of initiating and coordinating peer mentoring, with the personal satisfaction of contributing significantly to our Griffith community. Griffith also has some student mentors working with high school students to give them insight into the university experience and to support them to achieve their educational goals. Mentors in all roles were recognised in the third annual Celebrating Student Leadership events in Brisbane, and at the Gold Coast campus.

Outlook 2012

2012 will bring a range of challenges, the first and foremost being the demand-driven system. It is not yet clear what the impact will be for Griffith University enrolments, but the University is working strongly to ensure optimal student recruitment systems. Recent changes to international student visa criteria are likely to re-establish international student demand in semester 2, 2012. The implications of the Higher Education Base Funding Review and the review of Commonwealth Supported Places for Postgraduate places remain to be seen. 2012 is also the first year that the University will experience the impact of the Compact agreements with the Commonwealth Government, and the funding effects of performance against the agreed targets.

The University continues the development of its teaching spaces and enhancing the quality of the learning environment for its students on all campuses. Enhancing the quality of the student experience remains an important focus in the continued implementation of the Griffith 2011–2013 Academic Plan. Although the enhancement of student retention has been an important area of activity for the past five years, we will increase our efforts in this area in 2012.

Griffith's key strategies for 2012 for enhancing the student experience include:

- developing the University's initiatives further to identify students at risk, leading to early intervention activities and increased student support
- expanding mentoring and peer-assisted learning programs for students from first-to third-year
- expanding the implementation of our English Language Enhancement Strategy for international students
- continuing to monitor and respond to student feedback about teaching, courses and programs, and ensuring that we 'close the loop' by informing students about actions taken in response to their feedback
- continuing to implement a quality enhancement system using a staircase approach with feedback on performance data to individual schools, and development of improvement plans
- providing performance-based funding to the academic elements based on performance in teaching and learning
- increasing the embedding of service learning opportunities in the curriculum, to supplement opportunities for work-integrated learning

- building further state-of-the-art learning spaces, and further increasing the uptake of lecture capture technologies
- enhancing the senior experience for students, particularly with respect to preparation for employment
- increasing opportunities for part-time jobs on campus
- increasing discipline-based mentoring by our alumni
- enhancing the training of academic supervisors

The University has recently revised its graduate career strategy with an emphasis on the development of graduate attributes that prepare students for the workforce, and that make our graduates highly attractive to employers. The strategy includes a range of curricular and co-curricular learning activities.

The Government's Higher Education Participation and Partnerships Program (HEPPP) agenda will continue to be an important focus of Griffith activities in 2012. We will expand our exemplary programs that aim to promote social inclusion in higher education and to increase participation in tertiary studies of Indigenous students, students of low socio-economic status, and students with a disability. Griffith will continue to offer effective pathways to facilitate entry of talented individuals from diverse backgrounds into university study. This includes building strong partnerships with schools, the vocational education and training sector and institutions such as QIBT and Open Universities Australia in order to create pathways for students to transition into Griffith.

The Griffith HEPPP strategy includes an integrated approach to supporting students from equity backgrounds while they study at Griffith, such as an increased number of scholarships, additional tutorial support, study resources, and mentoring. In 2012 this initiative will have a specific focus on early detection and intervention for students at risk of drop-out.

In the area of academic staff professional development, Griffith has introduced a structured program for early career academics—the Sir Samuel Griffith Lectureship program—that provides them with a range of support activities, intensive orientation to the University and reduced teaching loads in their first two years in the job. In 2012, Griffith will also continue to expand its academic supervisor and academic leadership programs. A particular focus in 2012 will be on the support and professional development of our sessional staff who form a significant and important element of our workforce.

Supporting strategies: **Staff**

Staff Diversity

Strategy

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

Goals

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

Targets set in the University's Equity and Diversity Plan in relation to the representation of women are on target. Thirty-two per cent of academics at senior (associate professor and professor) levels are women, and women represent 58.5% of all academic staff, a large improvement from last year. Thirty-five of the sixty staff successful in gaining promotion across the University were women. Forty-six per cent of staff in senior administrative and professional roles are women, and the Executive Group maintained its female membership of 36%. The University again celebrated receiving the annual 'Employer of Choice for Women' citation from the Equal Opportunity for Women in the Workplace Agency, an award held every year since its inception in 2001.

Indigenous staff employment was maintained at 1.4% of overall staff, and the University continued to have one of the highest rates of Indigenous staff representation, especially in academic roles, across all Australian universities. Staff from over 70 countries are employed across academic and administrative roles.

During 2011, the University continued to build on initiatives that support the development of individuals and cohorts of staff. The focus is on supporting areas of the University in achieving high standards of productivity in relation to the University's strategic goals, and considerable emphasis has been placed on leadership and management development.

Carer's recognition

A number of University policies make provision for staff that have roles as primary care-giver, and HR staff provide advice as needed to staff whose circumstances require flexibility because of permanent or temporary carer needs. For example, staff are able to apply for a reversible part-time appointment for care of dependants, and scholarships are available for academic staff who have carer responsibilities that have interrupted their careers. Leave provisions in Enterprise Agreements refer specifically to leave being available to staff for Family (Carer) responsibilities.

Staff Development

Strategies

We will:

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

The continued emphasis on leadership and management development was maintained during 2011. Regular forums for deans and academic managers provided opportunities to promote the importance of leading organisational cultural change and high performance and a concentrated program was provided for academic supervisors. A full range of leadership and management development programs including Women in Leadership continued with high levels of participation—with approximately 110 staff enrolled in such programs during the year. Almost 800 staff participated in the short courses program, which consists of a range of workshops and professional development activities. The Sir Samuel Griffith Lectureship Program, designed to enhance the career success of early career academics, continued in 2011.

Staff Performance

Strategy

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

The General Staff Performance Management scheme and the University Code of Conduct were both reviewed during the year, and the academic staff review process was the focus of concentrated effort across all academic groups.

Supporting strategies: **Students**

Student quality

Goal

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

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

From QTAC data, the average OP has fallen from 10.0 (2009) to 9.2 (2011) indicating an improvement in student quality. In the same period, the combined OP1–8 has improved from 37% to 41%.

Griffith Connect

The Griffith Connect Valued Partners program maintains close formal relationships between the University and high schools. The program has increased its membership to 124 partners in the Brisbane, Gold Coast and Northern Rivers regions. Partnership offers a range of benefits and subsidies, such as special access to scholarships, admission schemes, preferential visits, on-campus experience days, and professional development and bursaries for staff. Data show that 2469 QTAC applicants came from our Queensland partner schools, which is an increase of 7.5% from 2010. Of these, 24.3% were OP1–8 applicants which represent an 11% increase in quality from 2010. In 2011, partner schools were again designated a priority level from 1–4. Out of 263 school visits, 88% were to Griffith Connect Partner schools with 93% of those concentrated to priority 1 and 2 schools. Northern New South Wales continues to track well with a 100% participation rate across Connect admission schemes. It is also noteworthy that Griffith Connect Guaranteed Admission scheme applications have increased again to 630 applications received.

Sir Samuel Griffith scholarships

Almost 850 applications were received for the 2011 Sir Samuel Griffith scholarship (SSG) round. Although OP1 applicants dominated the applicant pool, there was also an increase in applications from OP2–6 candidates. The number of SSG scholarships available to be awarded has increased each year, in line with increased demand and acceptances. For 2011, 105 students accepted Sir Samuel Griffith scholarships to commence studies in 2011, including 63 OP1 students, while 11 accepted and have deferred until 2012.

Griffith Honours College

In its fourth year of operation, the Griffith Honours College has over 400 active undergraduate student members and a strong alumni consisting of 194 graduates. As anticipated, many of the students continue to receive academic awards and external scholarships. Griffith students won a Chevening scholarship, a Sir John Monash scholarship and an International Rotary scholarship, which now enable these three students to continue onto study at Cambridge University. In addition, six Griffith students were awarded the prestigious Prime Minister's Asia–Pacific awards valued up to \$68 000 each.

Of special note are the community contributions that the Honours College students continue to make. This year the achievements were recognised when Chris Eigeland was named one of three finalists in the Queensland Youth Volunteer of the Year Award. As the aims of the College are to attract and retain high-achieving students through building a sense of belonging, students in the College are encouraged to participate in extracurricular activities, which include a specially designed leadership program and community engagement. It is pleasing that over 90% of Griffith Honours College students responded positively to participating in community engagement through the Students in Free Enterprise Volunteering @ Griffith Club, established by senior students of the College.

This club has formed project teams, which focus on providing support for selected charities. In 2011 examples included students:

- producing a promotional film for Riding for the Disabled
- painting a mural on the AEIOU School for Autistic Children
- providing school bags for 100 000 children in Haiti
- building websites for PCYC and Mummy's Wish

This year the students in the Griffith Honours College were supported to attend many national and international events such as APEC, G20 Summit and the International Youth Leadership program in Prague. The theme for 2011 was 'Is it the journey or the end goal that matters most?'

During the Christmas break, students volunteered for international aid projects including:

- building the second floor on the monk school and undertaking maintenance on the street kids' orphanage in Pokhara, Nepal. These students also taught English to the local children.
- building two thatched houses in Siem Riep, Cambodia. Students also taught English to the local children who were wishing to work in the tourism industry.

Supporting strategies: Students *(continued)*

Student equity

Goals

- To improve the participation rate, the retention rate and the success rate of low socio-economic status students
- To improve the participation rate, the retention rate and the success rate of Indigenous students

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

Griffith supports the Queensland Carers Charter as detailed in the *Carers (Recognition) Act 2008*, through the provision of special consideration for students whose circumstances might impact on their access to, and participation in, their programs and associated courses. For example, students are able to access online recordings of lectures through our lecture capture facilities and they can also apply for deferred assessment and/or exams.

The Equity and Diversity Plan was reviewed in 2010 and the new plan for the next triennium was approved in early 2011.

In 2011, the University continued to implement strategies to utilise funding from the federal government for the implementation of the Widening Participation—Higher Education Participation and Partnerships Program (HEPPP) which aims at increasing the participation, retention and success rates for low SES students at tertiary level.

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

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

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

The number of students who applied to study in 2011 has increased with over 40% (136 in 2009, 155 in 2010, 163 in 2011) of the total applicants in Queensland indicating their first preference to study at Griffith University. Griffith University has the largest number of Indigenous students studying at university in Queensland. In 2011, 72 students graduated across a diverse range of disciplines.

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

Notable scholarships won by GUMURRIL students in 2011 included the Griffith-Titans (Rugby League) scholarship and the Governor General's Indigenous Education scholarships. Three students were recipients of the Charles Perkins scholarship trip to Oxford University.

Other governance reports

Organisational reviews

Reviews form a core component of Griffith's planning and quality assurance framework and play an important role in fostering quality management and continuous improvement. Through a continuing cycle of self-assessment, benchmarking, critical reflection, forward planning and external/internal peer review, each element critically examines how it can contribute most effectively to the achievement of the University's strategic goals and objectives.

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

Review reports and the implementation plans prepared by the element in response to the review committee's recommendations are initially considered by University management and then academic committee, and are subsequently presented to the University Council for endorsement.

The University first commenced its regular, five-yearly, systematic, independent reviews of academic and administrative areas in 2005. The second review cycle, which commenced in 2010 and will conclude in 2015, covers 26 academic schools and 14 administrative elements.

During 2011, the following academic and administrative areas were reviewed—Griffith Enterprise, Office of Planning and Financial Services, Griffith School of Engineering, School of Education and Professional Studies, School of Public Health, Department of Employment Relations and Human Resources, Griffith Law School, and the Office for Research.

Code of conduct

The University's Code of Conduct (the Code), was revised in line with the amended Public Sector Ethics Act. The Code is now shaped around the following four key ethical principles contained in the amended Act to guide ethical decision making and behaviour—integrity and impartiality; promoting the public good; commitment to the system of government; and accountability and transparency.

All staff were consulted during the process and after consideration by Council at its April 2012 meeting, and following approval, the revised Code will be disseminated to staff. The Code will be published on the University's website for access by staff and students, and will be provided to all new staff.

Audit committee

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

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

None of the audit committee members may be staff or students of the University. The audit committee approves and monitors internal audit activities. It also reviews and endorses the internal audit strategy and the annual audit plan, prepared by the internal auditor after consultation with management at various levels, as well as reviewing the University's financial statements prior to the Chancellor signing them off.

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

The committee reviews the annual client service plan prepared by the external auditors appointed by the Queensland Audit Office (Thomas Noble & Russell Chartered Accountants). The plan contains the audit strategy, details of specific areas of audit emphasis, the level of reliance on internal audit reports, and the audit fee.

In 2011, the audit committee held four meetings:

- 23 February—Major focus: review of draft 2010 financial statements
- 8 June—Major focus: review of risk management framework
- 7 September—Major focus: review of external audit strategy
- 16 November—Major focus: review of internal audit strategy

Internal audit

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

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

The internal audit function operates in accordance with its three-year strategic plan, which is reviewed annually, endorsed by the audit committee and approved by the Vice Chancellor. The plan is developed based on an internal audit risk assessment of the University's schools, centres, units and processes, and specific management requests. Significant risks identified during audits and reviews are notified to University management and the audit committee in a timely manner to enable management to take appropriate remedial action.

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

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

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

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

Other governance reports (continued)

Risk management

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

Following an audit and review of the University's approach to risk management, development of a risk management framework was completed in 2010. This framework defines the University's risk management process, methodology, risk appetite, training and reporting and establishes the responsibilities for its implementation. Within this reporting period, the University identified and employed a full time risk manager to fully deploy and manage the University's risk management framework.

At its December 2010 meeting, Council approved the University's risk management framework and endorsed the key strategic risks 2011 schedule. This schedule identifies the top ten strategic risks faced by the University and details the mitigation strategies to reduce those risks. The framework's implementation process, which will continue in 2012, includes a major review of the key strategic risks schedule.

Workforce planning, attraction and retention

The University employed 3844 full-time equivalent staff in 2011. The retention rate for staff is 91.57% and the permanent separation rate is 7.73%.

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

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

The University has enterprise agreements for academic and general staff. Fair Work Australia approved both the Griffith University Academic Staff Enterprise Agreement 2009–2012 and the Griffith University General Staff Enterprise Agreement 2009–2012 on Monday 13 December 2010.

Public interest disclosure

The *Whistleblowers Protection Act 1994* has been repealed, and replaced by the *Public Interest Disclosure Act 2010*. Commencing 1 January 2011 agencies are now required to report public interest disclosures to the *Public Service Commission (PSC)*.

Information privacy

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

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

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

Applications to access documents

During the period from 1 July 2010 to 30 June 2011, the University received one (1) application to access University documents relating to the personal affairs of the applicant under the IP Act and six (6) non-personal applications to access information under the RTI Act. During the period, the University also received one further request, referred by a government agency, to access University documents relating to the personal affairs of an applicant under the IP Act.

By way of comparison, during the period 1 July 2009 to 30 June 2010, the University received three (3) applications to access University documents relating to the personal affairs of the applicants and seven (7) applications for University documents that did not relate to the personal affairs of the applicants.

Gold Coast Innovation Centre Ltd

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

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

The financial statements are made available for consolidation at the end of the financial year after they have been audited. As a controlled entity, Gold Coast Innovation Centre Ltd is subject to audit by the Auditor-General.

Information systems and recordkeeping

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

Information Standard 40: Recordkeeping

Principle 1: *Public authority recordkeeping must be compliant and accountable*

The University has:

- a Queensland State Archives (QSA) approved Strategic Recordkeeping Implementation Plan.
- a Business Classification Scheme (BCS) based on two QSA approved retention and disposal schedules fully implemented within the University's records management system.
- an ongoing role in the review of the University Sector Retention and Disposal schedule. The next version is to be submitted to QSA for preliminary review in March 2012.
- implemented a new student records system and digitisation process compliant with QSA's Digitisation Disposal Policy, including adoption of the University's Destruction of Digitised Records Policy and approval of the Compliance Declaration for the digitisation of student records.

Principle 2: *Recordkeeping must be monitored and audited for compliance*

The University has:

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

Principle 3: *Recordkeeping activity must be assigned and implemented*

The University has:

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

Principle 4: *Recordkeeping must be managed*

The University's Electronic & Document Records Management System (EDRMS), TRIM:

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

Principle 5: *Recordkeeping systems must be reliable and secure*

The University actively manages the life cycle of its corporate files using TRIM.

Principle 6: *Recordkeeping must be systematic and comprehensive*

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

Principle 7: *Full and accurate records must be made and kept, as required, for business, legislative, accountability and cultural purposes*

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

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

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

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

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

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

Sustainability

The University's Strategic Plan 2009–2013 includes a value statement for a robust, equitable and environmentally sustainable society. It also includes a commitment to environmental sustainability being reflected in our building design, as well as energy, water and waste management practices.

Griffith is also a signatory to the UN Global Compact that has ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

In 2011, the University reinforced its commitment to sustainability. Highlights for the year included:

- Planning and design of the Sir Samuel Griffith building commenced in 2011. Our 6-star green star building will be Australia's first zero-emission and self-powering teaching and research building driven by solar-powered hydrogen energy. It is scheduled to be completed in 2013.

- The Griffith environmental loan fund, established in 2009, has now allocated over \$1 million to projects on our campuses that contribute to minimising our impact on the environment.

- Griffith's EcoCentre on the Nathan campus celebrated its 10th birthday, with over 150 000 visitors being welcomed to the Centre since its opening in 2001.

- A sustainability subcommittee of the University's Executive Group, chaired by the Deputy Vice Chancellor (Research) was established to oversee the development of a corporate Sustainability Plan.

- A sustainability policy officer was appointed.

- The University's Sustainability Policy was formalised.

- A staff sustainability survey and an assessment of existing initiatives were conducted to gain an overview of the University's sustainability initiatives across our teaching, research, engagement and operational activities.

- The University was appointed as the Australia and New Zealand UN Sub-Regional Secretariat of a United Nations global partnership on waste management.

Compliance

- This year, the University registered and submitted its first annual report under the *National Greenhouse and Energy Reporting Act 2007*. The University will continue to collect and monitor comprehensive data of its greenhouse gas emissions.
- The University developed its first Energy Efficiencies Plan under the Queensland Smart Energy Savings program, which is a legislative initiative, introduced through the *Clean Energy Act 2008*. This program includes conducting energy audits and establishing a plan to focus on energy efficiencies.

For further information go to—griffith.edu.au/sustainability

Financial summary

Overall result

Effective financial management of resources and operations during 2011 resulted in a reasonable operating surplus and the underlying financial position remains very sound. Cash flows from operating activities in 2011 helped meet capital expenditure and debt servicing obligations and retain cash funds at a similar level to last year. However, with an increasingly competitive environment, both domestically and internationally, careful financial planning and management will be required to maintain future operating surpluses to support our significant capital management plan.

Income statement

Total comprehensive income for 2011 was \$141.7m (2010: \$150.4m), comprising an operating surplus of \$90.0m (2010: \$109.8m) and a gain on revaluation of land and buildings of \$51.7m (2010: \$40.5m). The main reason for the decrease in total comprehensive income of \$8.7m in 2011 was the reduction in the operating surplus, which was partly offset by the revaluation increase.

The operating result surplus of \$90.0m in 2011 was lower than the \$109.8m surplus for 2010. This is a good outcome for the University despite the fact that the surplus is impacted in part by accounting standard requirements that mandate disclosure of unspent non-reciprocal funding for specified and capital projects as revenue when received. As a result of this, part of the current operating surplus relates to unspent funding earmarked for specific research activities or capital projects, which will impact expenditure and operating results in future years.

Total revenue increased by \$24.7m (3.4%) from \$730.5m to \$755.2m. The main reason for the increase was an additional \$19.1m from Australian Government grants, reflecting increases in student load and indexation funding. There were also increases in investment income (\$6m), consultancy and contracts (\$3.5m) and other income (\$3.2m), offset by reductions in state and local government assistance (\$4.9m) and fees and charges (\$2.9m).

Total expenditure increased by \$44.4m (6.7%) from \$620.7m to \$665.1m. The change was mainly due to increases in employee related expenses of \$34.4m (8.9%) and other expenses of \$8.5m (mainly scholarships).

Financial position

The statement of financial position outlines the financial strength of the University and its capacity to meet its short-term obligations and support long-term strategic priorities. The overall financial position for 2011 remained sound and reflected an increase of \$141.7m (8.2%) in total equity (net assets) from \$1,734.3m to \$1,876.0m. This was due to an increase in reserves of \$51.7m as a result of the revaluation of land and buildings, and the increase in retained surplus flowing from the 2011 operating result surplus of \$90.0m.

The change in equity of \$141.7m was reflected in the movement of net assets, with total assets increasing by \$169.2m (8.6%), offset by an increase in total liabilities of \$27.5m (12.3%).

The increase in total assets of \$169.2m was mainly due to an increase in receivables of \$38.9m (largely funding due from the State government in relation to the new health centre at the Gold Coast campus), and an increase of \$124.6m (capital expenditure and revaluations) for property, plant and equipment. The increase in total liabilities of \$27.5m was primarily due to other liabilities increasing by \$25.3m (receipts in advance from the State government for transfer of ownership of the existing health building GH1), increased employee entitlement provisions (recreation leave and long service leave) of \$10.7m, offset by an overall reduction in borrowings of \$11.2m.

Short-term liquidity (ratio of current assets to current liabilities) was 2.4:1 in 2011, marginally down from 2.8:1 in 2010, but still well above the accepted norm of 1:1. 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 (\$50.7m) of the current provisions of \$71.9m (employee entitlements for recreation and long service leave) would not expect to be settled within the next 12 months based on historical trends of staff leave taken.

Sources of operating revenue

Total Federal government funding increased slightly as a proportion of the University's total operating revenue and funding for core operating purposes as a percentage of total revenue was marginally higher. Direct grants of \$295.2m (\$276.1m in 2010) and student loan contributions through the Higher Education Contribution Scheme and FEE-HELP loan programmes of \$135.5m (\$134.1m in 2010), accounted for 57.1% (56.2% in 2010) of total operating revenue. Of the \$295.2m direct federal grants received, only \$210.6m or 27.9% of total operating revenue (\$198.1m or 27.1% in 2010) was received for core operating purposes.

Overall revenue derived from non-government sources increased from \$307.1m (42.0%) in 2010 to \$316.2m (41.8%) in 2011, with income from student fees and charges of \$199.4m (\$202.3m in 2010) being the most significant. Course fees and charges, down marginally from 2010, remained the largest single source of non-government revenue for the University. The balance was 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.

	2011	2011	2010	2010
Source of Operating Revenue	\$m	%	\$m	%
Direct Grants	295.2	39.1	276.1	37.8
HECS/FEE Help	135.5	18.0	134.1	18.4
Total Federal government	430.7	57.1	410.2	56.2
State and Local government	8.3	1.1	13.3	1.8
Non-government	316.2	41.8	307.1	42.0
Total	755.2	100.0	730.6	100.0

Capital funding

In 2011, the University received \$16.3m (\$15.5m in 2010) as Federal government capital roll-in funding and allocated \$17.7m (\$16.5m in 2010) from fee-paying student income for capital purposes. The last of the Federal government capital development pool funding of \$400k was received in 2011 compared to the \$3.7m received in 2010. This program has now been terminated. The University has received \$4.8m (\$2.5m in 2011) of the \$21m funding from the Commonwealth Education Investment Fund for the Sir Samuel Griffith Centre currently being built on the Nathan campus. Also, \$24.5m was received from Queensland Health for the new Griffith Health Centre being constructed on the Gold Coast campus.

During 2011, a total of \$96.7m (\$61.1m in 2010) was spent on capital expenditure for property, plant and equipment and \$8.2m (\$2.2m in 2010) on intangible assets. Major refurbishment-based capital works and upgrading of infrastructure, including electronic infrastructure, was continuing on all campuses.

Investments

The cash resources built up over the last few years remained relatively constant with cash flows generated during the year being utilised to fund capital expenditure and debt servicing obligations. Based on current uncertainty in the market and having come out of the global financial crisis relatively unscathed due care will continue to be taken to ensure available funds are invested to maximise returns within our risk profile and to comply with legislative requirements.

Funds available for investment during 2011 varied but by year end the net cash and cash equivalents had remained reasonably constant at \$352.3m in 2011 compared to \$352.8m at the end of 2010. Net investment income from funds invested increased by \$6.0m from \$16.4m in 2010 to \$22.4m in 2011.

New developments

The University successfully completed the upgrade of its finance system in July to PeopleSoft version 9.1. The upgrade has provided enhanced functionality, improved business processes, and a reduction in the number of customisations by using delivered functionality where possible. Phase 2 of the upgrade is now underway with projects targeting specific areas to improve efficiency and effectiveness (payment gateway, bank reconciliation, B2B supplier integration, OCR document scanning) scheduled for completion during 2012.

Future directions

2012 is a milestone year in the development of higher education with the removal of funding caps on domestic undergraduate places, effectively removing the safety net previously available for universities. At the same time, the sector is continuing to face a significant decline in international student demand, due to competition from other countries, changing visa requirements and a strong Australian dollar. The interplay of these factors together with continuing uncertainty in global financial markets will present challenges for universities.

In October 2011, the final report of the Higher Education Base Funding Review was released. It recommended a range of changes to higher education funding which the review panel believe will help Australian higher education institutions remain internationally competitive through an appropriate mix of public and private contribution to this cost. Implications for the University will depend on which recommendations are accepted and implemented.

In formulating the 2013–2015 University budgets, the University will again need to assess the impact of external factors affecting both our domestic and international student revenue base, and develop strategies relating to quality and capacity. These issues will require careful consideration to ensure the University is in a position to achieve its strategic objectives while maintaining a sound financial position.

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Griffith University

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Independent Auditor's Report

GRIFFITH UNIVERSITY CERTIFICATE

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

- (a) the consolidated financial statements are in agreement with the accounts and records of Griffith University and the entities it controls from time to time during the financial year; and
- (b) in our opinion -
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects;
 - (ii) the consolidated financial statements have been drawn up to present a true and fair view of the transactions of Griffith University and its controlled entities for the period 1 January 2011 to 31 December 2011, and of the financial position as at 31 December 2011 in accordance with prescribed accounting standards and conform with the Guidelines for the Preparation of Annual Financial Statements issued by the Department of Education, Employment and Workplace Relations;
 - (iii) at the time of this Certificate there are reasonable grounds to believe that the University will be able to pay its debts as and when they fall due;
 - (iv) the amount of Australian Government financial assistance expended during the year was for the purposes for which it was provided; and
 - (v) the requirements of applicable legislation, contracts, agreements and Program guidelines that apply to the Australian government financial assistance identified in these financial statements have been complied with.

L FORDE AC
Chancellor

I O'CONNOR
Vice Chancellor and President

R V SRINIVASAN
Director
Planning and Financial Services

29 February 2012

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Statement of Comprehensive Income for the year ended 31 December 2011

	Notes	Consolidated	
		2011	2010
		\$'000	\$'000
Income from continuing operations			
Australian Government financial assistance			
- Australian Government grants	2	295,266	276,117
- HECS-HELP – Australian Government payments	2	115,379	112,993
- FEE-HELP	2	20,099	21,120
State and local Government financial assistance	3	8,331	13,293
HECS-HELP – Student Payments		15,222	15,072
Fees and charges	4	199,379	202,308
Investment revenue	5	22,423	16,372
Royalties, trademarks and licences		533	965
Consultancy and contracts	6	34,918	31,404
Other revenue	7	43,097	39,906
Total income from continuing operations		<u>754,646</u>	<u>729,550</u>
Gains on disposal of assets		40	93
Share of profits on investments accounted for using the equity method	20	542	75
Other investment income	5	-	842
Total income from continuing operations		<u>755,228</u>	<u>730,560</u>
Expenses from continuing operations			
Employee related expenses	8	418,712	384,033
Depreciation and amortisation	9	26,068	25,041
Repairs and maintenance	10	10,966	9,934
Borrowing costs		6,384	6,610
Impairment of assets	11	61	622
Losses on disposal of assets		397	667
Investment losses	5	168	-
Other expenses	12	202,445	193,840
Total expenses from continuing operations		<u>665,201</u>	<u>620,747</u>
Operating result before income tax		90,027	109,813
Income tax expense		-	7
Operating result from continuing operations		<u>90,027</u>	<u>109,806</u>
Operating result after income tax for the year		90,027	109,806
Gain on revaluation of property, plant and equipment	16	51,705	40,548
Total comprehensive income attributable to the University		<u>141,732</u>	<u>150,354</u>

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

**Statement of Financial Position
as at 31 December 2011**

	Notes	2011 \$'000	Consolidated 2010 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	13	352,264	352,859
Receivables	14	65,031	26,132
Inventories		1,513	1,379
Other non-financial assets	19	9,297	8,311
Total current assets		<u>428,105</u>	<u>388,681</u>
Non-current assets			
Other financial assets	15	1,568	1,615
Property, plant and equipment	16	1,675,789	1,551,232
Intangible assets	17	13,900	9,252
Premium on leased property	18	6,716	6,784
Investments accounted for using the equity method	20	925	232
Total non-current assets		<u>1,698,897</u>	<u>1,569,115</u>
Total assets		<u>2,127,002</u>	<u>1,957,796</u>
LIABILITIES			
Current liabilities			
Trade and other payables	21	23,499	20,779
Borrowings	22	13,008	12,286
Provisions	23	71,896	62,771
Other liabilities	24	67,461	42,180
Total current liabilities		<u>175,864</u>	<u>138,017</u>
Non-current liabilities			
Borrowings	22	62,453	74,383
Provisions	23	12,589	11,033
Total non-current liabilities		<u>75,042</u>	<u>85,416</u>
Total liabilities		<u>250,906</u>	<u>223,433</u>
Net assets		<u>1,876,096</u>	<u>1,734,364</u>
EQUITY			
Reserves	25	1,000,032	948,327
Retained surplus	25	876,064	786,037
Total equity		<u>1,876,096</u>	<u>1,734,364</u>

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

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Statement of Changes in Equity for the year ended 31 December 2011

Consolidated	Reserves	Retained Earnings	Total
Balance at 1 January 2010	907,779	676,228	1,584,007
Profit or loss	-	109,809	109,809
Revaluation of property, plant and equipment	40,548	-	40,548
Balance at 31 December 2010	948,327	786,037	1,734,364
Balance at 1 January 2011	948,327	786,037	1,734,364
Profit or loss	-	90,027	90,027
Revaluation of property, plant and equipment	51,705	-	51,705
Balance at 31 December 2011	1,000,032	876,064	1,876,096

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

Statement of Cash Flows
for the year ended 31 December 2011

	Notes	Consolidated	
		2011	2010
		\$000	\$000
Cash flows from operating activities			
Australian Government grants received	2(h)	426,982	432,114
OS Help (Net)	2(h)	(51)	(195)
State Government grants received		6,951	8,780
Local Government grants received		467	1,192
HECS-HELP – student payments		15,132	15,088
Receipts from student fees and other customers		283,692	285,574
Dividends received		1,852	152
Investment income and interest received		20,500	17,125
GST recovered/paid		3,926	6,351
Payments to suppliers and employees (inclusive of GST)		(638,503)	(598,251)
Interest and other costs of finance		(5,351)	(6,258)
Income taxes paid		(71)	(7)
Net cash provided by operating activities	36	<u>115,526</u>	<u>161,665</u>
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		1,000	955
Payments for property, plant and equipment and intangible assets		(104,786)	(63,321)
Payments for financial assets		(175)	(11)
Net cash (used in) investing activities		<u>(103,961)</u>	<u>(62,377)</u>
Cash flows from financing activities			
Proceeds from borrowings		-	3,029
Repayment of borrowings		(12,194)	(14,692)
Net cash (used in) financing activities		<u>(12,194)</u>	<u>(11,663)</u>
Net increase/(decrease) in cash and cash equivalents		(628)	87,625
Cash and cash equivalents at the beginning of the financial year		352,859	265,278
Effects of exchange rate changes on cash and cash equivalents		33	(44)
Cash and cash equivalents at the end of the financial year	13	<u>352,264</u>	<u>352,859</u>
Financing arrangements	22		

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

Griffith University

Notes to the financial statements for the year ended 31 December 2011

1. Summary of significant accounting policies

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

The financial statements are consolidated financial statements consisting of Griffith University and its subsidiary. Financial statements have not been prepared for the parent entity, being Griffith University, for the reasons provided at note 1(b)(i).

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

(a) Basis of preparation

The annual financial statements represent the audited general purpose financial statements, which have been prepared on an accrual basis in accordance with Australian Accounting Standards, AASB Interpretations, the requirements of the Department of Education, Employment and Workplace Relations, the *Financial and Performance Management Standard 2009 (Queensland)* and other Australian and State Government legislative requirements.

Date of authorisation for issue

The financial statements were authorised for issue by the Chancellor on behalf of the Council, on 29th February 2012. Griffith University has the power to amend and reissue the financial statements.

Compliance with IFRS

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

Historical cost convention

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

Critical accounting estimates

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

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

(b) Basis of consolidation

(i) Subsidiaries

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

The financial statements incorporate the assets and liabilities of all subsidiaries of Griffith University as at 31 December 2011 and the results of all subsidiaries for the year then ended. As the combined values of transactions and balances of all controlled entities are not material to the operations of the University, reporting has not been presented for the parent entity in the current or prior year.

Entities controlled by Griffith University during 2011, and forming part of the Griffith University Economic Reporting Entity are as follows:

Gold Coast Innovation Centre Ltd

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

**Notes to the financial statements
for the year ended 31 December 2011**

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

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

The parent entity and ultimate parent entity is Griffith University.

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

(ii) Associates

Associates are all entities over which the University has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for in the financial statements using the equity method of accounting.

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

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. Details relating to the associates are set out in note 20.

(iii) Joint ventures entities

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

(c) Comparative amounts

Where the presentation or reclassification of items in the financial report is amended, comparable amounts shall be reclassified unless reclassification is impracticable. When comparable amounts are reclassified, Griffith University shall disclose:

- the nature of the reclassification;
- the amount of each item or class of items that is reclassified; and
- the reason for the reclassification.

Where it is impracticable to reclassify comparative amounts, the University shall disclose;

- (a) the reason for not reclassifying the amounts; and
- (b) the nature of the adjustments that would have been made, if the amounts had been reclassified.

(d) Revenue recognition

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

Government grants

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

Student fees and charges

Fees and charges are recognised as income in the year of receipt, except to the extent that fees and charges relate to courses to be held in future periods. Such income is treated as income in advance. 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.

Griffith University

Notes to the financial statements for the year ended 31 December 2011

Lease income

Lease income from operating leases is recognised in income on a straight-line basis over the lease term, where material.

(e) Cash and cash equivalents

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

(f) Receivables

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

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

(g) Investments and other financial assets

Classification

The University has the option of classifying its investments in any of the following categories:

- Financial assets at fair value through profit or loss;
- Held-to-maturity investments; or
- Available-for-sale financial assets.

The University has classified its investments as available-for-sale financial assets. These assets comprise principally marketable equity securities and are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of balance date. Investments are recognised at fair value plus transaction costs. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the University has transferred substantially all the risks and rewards of ownership.

Subsequent measurement

Available-for-sale assets are subsequently carried at fair value. Changes in the fair value of these assets are recognised in equity.

Fair value

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

Impairment

The University assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss – is removed from equity and recognised in the statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

(h) Property, plant and equipment

Acquisition

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

**Notes to the financial statements
for the year ended 31 December 2011**

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 and heritage library collections are comprehensively revalued at five year intervals. Independent comprehensive revaluations are performed on land, buildings and infrastructure every three years, or whenever a material variation in these assets is expected to have occurred. In the intervening years a University specialist performs revaluations of artworks, while desktop valuations are performed on land, buildings and infrastructure by independent valuers.

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

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

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

Buildings and infrastructure

With effect from 1 July 2009, building and infrastructure assets underwent a comprehensive revaluation by Alfio Ponticello, B.Business (RPVA) and David Edgerton, of Australia Pacific Valuers Pty Ltd, licensed property valuers. The gross value has been established utilising the current replacement value of a new asset with similar service potential and includes allowances for preliminaries and professional fees. The gross current values have been derived from reference to costing guides issued by the Australian Institute of Quantity Surveyors, Rawlinson's (Austalian Construction Handbook) and the Valuers own internal market research and costings. In accordance with the requirements of the "*Non-current Asset Policies for the Queensland Public Sector*", the accumulated depreciation has been restated to reflect the consumed or expired service potential, thus reporting the University's building and infrastructure assets at Fair Value in accordance with the requirements of *AASB116 Property, Plant and Equipment*. The resultant change in Asset Revaluation Surplus is reported as part of note 25 Reserves and retained surpluses.

Library collection

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

Land

With effect from 1 July 2009, land underwent a comprehensive revaluation by Alfio Ponticello, B.Business (RPVA), of Australia Pacific Valuers Pty Ltd, licensed property valuers. The valuation was carried out on a market value basis and represents the estimated amount each property might reasonably be expected to realise in an exchange between willing and knowledgeable parties in an arms length transaction. The resultant change in Asset Revaluation Surplus is reported as part of note 25 Reserves and retained surpluses.

Art collection (Queensland College of Art)

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

Griffith University

Notes to the financial statements for the year ended 31 December 2011

Repairs and maintenance

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

Impairment of assets

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

Depreciation

Land and art collections are not depreciated. Items of property, plant and equipment, other than buildings and infrastructure, are depreciated over their estimated useful economic lives to the University using the straight-line method. The residual value and useful life of each asset category is reviewed annually, and adjusted if appropriate. Buildings and infrastructure assets are systematically depreciated over their useful lives in a manner which reflects the consumption of the service potential embodied in those assets. Depreciation is determined by identifying the factors that drive the consumption of the asset's service potential, assessing the current level of service remaining in the asset (fair value) and applying an appropriate pattern of consumption to depreciate the asset over its remaining useful life.

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

- Buildings and infrastructure – variable, based on periodic assessments of condition
- Plant and equipment – up to 10 years
- Vehicles – 2.5 to 7 years

Derecognition of property, plant and equipment

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

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

(i) Intangible assets

Research and development

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

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

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

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

Licences

Licences have a finite useful life and are carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of licences over their estimated useful lives which varies from 5 to 9 years.

(j) Trade and other payables

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

**Notes to the financial statements
for the year ended 31 December 2011**

(k) Borrowings

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

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

If the University does not meet the criteria of the Smart State loans for any reason the borrowings are immediately repayable. However, as all conditions are expected to be met and the loans retained for their full term, no adjustment provision has been made in the financial statements.

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

(l) Borrowing costs

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

(m) Employee benefits*Wages and salaries*

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

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

Annual leave and sick leave

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

Long service leave

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

Severance entitlement

Pursuant to Australian Accounting Standard *AASB119 Employee Benefits* and the *Higher Education Contract of Employment Award*, a liability for severance payments to employees on a fixed term contract is recognised. Measurement is in accordance with an employee's period of continuous service and is based on employee salary rates as at 31 December 2011.

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 2012. The calculation is based on entitlements as at 31 December 2011.

Griffith University

Notes to the financial statements for the year ended 31 December 2011

Employee benefit on-costs

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

(n) Foreign currency translations

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

(o) Inventories

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

(p) Leased assets

Leases of property, plant and equipment where the University, as lessee, has substantially all the risks and rewards of ownership, are classified as finance leases. As at 31 December 2011, the University had not entered into any finance leases.

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

Lease premium

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

(q) Presentation

Amounts in the financial report are presented in Australian dollars and have been rounded to the nearest thousand dollars, or where necessary, to the nearest dollar. As a result some additions within the notes accompanying the financial statements may vary from the Statement of Comprehensive Income and Statement of Financial Position.

(r) Taxation

The activities of the University are exempt from Commonwealth taxation except for Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). State taxes are payable where applicable, eg. Payroll Tax.

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

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

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

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

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

**Notes to the financial statements
for the year ended 31 December 2011**

(s) Web site costs

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

(t) Provisions

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

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

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

(u) New Accounting Standards and Interpretations

Certain new Accounting Standards and Interpretations have been published that are not mandatory for the 31 December 2011 reporting period. The University has assessed their application to the 2012 financial report and has determined that they do not have a material impact.

The applicable Australian Accounting Standards are:

AASB 9 Financial Instruments, AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9, AASB 2010-2 Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements, AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project, AASB2011-8 Amendments to Australian Accounting Standards arising from AASB13, AASB 2011-9 Amendments to Australian Accounting Standards-Presentation of items of Other Comprehensive Income, AASB13 – Fair Value Measurement, AASB 119-Employee Benefits (revised).

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the year ended 31 December 2011

	Notes	2011 \$'000	2010 \$'000
2. Australian Government financial assistance including HECS-HELP and other Australian Government loan programs			
(a) Commonwealth Grant Scheme and other grants			
Commonwealth Grant Scheme ^{#1}		208,095	192,473
Indigenous Support Program		2,054	1,906
Partnership and Participation Program ^{#2}		3,648	2,009
Disability Support Program		-	34
Workplace Productivity Program		-	790
Capital Development Pool		415	3,719
Transitional Cost Program		183	498
Total Commonwealth Grant Scheme and other grants	39.1	<u>214,395</u>	<u>201,429</u>
(b) Higher Education loan programs			
HECS-HELP		115,379	112,993
FEE-HELP ^{#3}		20,099	21,120
Total Higher Education loan programs	39.2	<u>135,478</u>	<u>134,113</u>
(c) Scholarships			
Australian Postgraduate Awards		4,398	3,619
International Postgraduate Research Scholarships		431	403
Commonwealth Education Cost Scholarships ^{#4}		1,258	1,518
Commonwealth Accommodation Scholarships ^{#4}		1,277	1,909
Indigenous Access Scholarships		111	169
Total Scholarships	39.3	<u>7,475</u>	<u>7,618</u>
(d) DIISR Research			
Joint Research Engagement Program ^{#5}		7,171	6,587
Research Training Scheme		12,942	12,963
Research Infrastructure Block Grants		3,473	2,818
Implementation Assistance Program		-	73
Commercialisation Training Scheme		155	122
Sustainable Research Excellence in Universities		1,923	1,192
Total DIISR Research grants	39.4	<u>25,664</u>	<u>23,755</u>
(e) Other capital funding			
Education Investment Fund		2,575	2,300
Total Other capital funding	39.5	<u>2,575</u>	<u>2,300</u>

Notes to the financial statements
for the year ended 31 December 2011

	Notes	2011 \$'000	2010 \$'000
(f) Australian Research Council			
(i) Discovery			
Projects		6,830	6,996
Fellowships		3,195	1,383
Total Discovery	39.6(a)	<u>10,025</u>	<u>8,379</u>
(ii) Linkages			
Special Research Initiatives		2,158	2,124
International		-	26
Projects		4,215	3,614
Total Linkages	39.6(b)	<u>6,373</u>	<u>5,764</u>
(iii) Networks and Centres			
Research Networks		-	-
Total Networks and Centres	39.6(c)	<u>-</u>	<u>-</u>
Total ARC		<u>16,398</u>	<u>14,143</u>
(g) Other Australian Government financial assistance			
Department of Climate Change		14,710	5,065
Department of Health and Aged Care		290	10,916
Department of Environment, Water, Heritage and Arts		-	1,762
National Health and Medical Research Council		5,845	4,154
Cape York Institute funding		1,852	920
Healthy Workforce Australia		2,898	-
Other		3,164	4,055
Total other Australian Government financial assistance		<u>28,759</u>	<u>26,872</u>
Total Australian Government financial assistance		<u><u>430,744</u></u>	<u><u>410,230</u></u>
#1	Includes the basic CGS grant amount, CGS – Regional Loading, CGS – Enabling Loading, Maths and Science Transition Loading and Full Fee Places Transition Loading.		
#2	Includes Equity Support Program.		
#3	Program is in respect of FEE-Help for Higher Education.		
#4	Includes Grandfathered Scholarships, National Priority and National Accommodation Priority Scholarships respectively.		
#5	Includes Institutional Grants Scheme.		
Reconciliation			
Australian Government grants (a+c+d+e+f+g)		295,266	276,117
HECS-HELP – payments		115,379	112,993
FEE-HELP – payments		20,099	21,120
Total Australian Government financial assistance		<u><u>430,744</u></u>	<u><u>410,230</u></u>

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the year ended 31 December 2011

	Notes	2011 \$'000	2010 \$'000
(h) Australian Government grants received – cash basis			
CGS and other DEEWR grants	39.1	210,613	209,810
Higher Education loan programs	39.2	134,270	149,368
Scholarships	39.3	7,475	6,224
DIISR research	39.4	25,664	23,755
Education Investment Fund	39.5	2,575	2,300
ARC grants – Discovery	39.6(a)	10,025	8,379
ARC grants – Linkages	39.6(b)	6,373	5,764
ARC grants – Networks and Centres	39.6(c)	-	-
Other Australian Government grants		29,987	26,514
Total Australian Government grants received – cash basis		426,982	432,114
OS-Help (Net)	39.7	(51)	(195)
Total Australian Government funding received – cash basis		426,931	431,919
3. State and Local Government financial assistance			
Operating financial assistance		2,939	2,124
Capital financial assistance		-	2,582
Research funds		5,392	8,587
Total State and Local Government financial assistance		8,331	13,293
4. Fees and charges			
Course fees and charges			
Fee-paying overseas students		150,930	150,320
Continuing education		15,539	10,784
Fee-paying domestic postgraduate students		3,394	3,505
Fee-paying domestic undergraduate students		5,177	6,377
Fee-paying domestic non-award students		1,231	1,052
Other domestic course fees and charges		6,217	10,651
Total course fees and charges		182,489	182,689
Other non-course fees and charges			
Community services fees		3,133	2,660
Conferences and seminars		1,527	2,308
Library fees and fines		176	443
Parking fees and fines		3,244	3,376
Enrolment/reinstatement fees		1,119	1,350
Student accommodation		5,376	5,242
Other fees and charges		2,315	4,240
Total other non-course fees and charges		16,890	19,619
Total fees and charges		199,379	202,308

Notes to the financial statements
for the year ended 31 December 2011

	2011 \$'000	2010 \$'000
5. Investment revenue and income		
Dividends	1,852	152
Interest	20,571	16,220
Total investment revenue	<u>22,423</u>	<u>16,372</u>
Changes in fair value of financial assets designated as at fair value through profit and loss	-	842
Total other investment income	<u>-</u>	<u>842</u>
Changes in fair value of financial assets designated as at fair value through profit and loss	(168)	-
Total other investment losses	<u>(168)</u>	<u>-</u>
Net investment income	<u>22,255</u>	<u>17,214</u>
6. Consultancy and contracts		
Consultancy	13,358	11,793
Contract research	21,560	19,610
Total consultancy and contracts	<u>34,918</u>	<u>31,404</u>
7. Other revenue		
Donations and bequests	3,647	3,480
Scholarships and prizes	5,438	5,462
Non-government grants	2,731	1,587
Sale of goods	14,492	13,500
Commercial rent	2,201	2,124
Recovery of expenditure	8,388	7,587
Contributions/sponsorships	1,971	1,744
Performances and exhibitions	741	621
Other revenue	3,488	3,801
Total other revenue	<u>43,097</u>	<u>39,906</u>
8. Employee related expenses		
Academic		
Salaries	161,108	150,171
Contributions to funded superannuation and pension schemes	24,836	22,429
Payroll tax	10,527	9,778
Workers' compensation	324	201
Long service leave expense	5,654	3,339
Recreation leave	13,039	11,028
Total academic	<u>215,489</u>	<u>196,946</u>
Non-academic		
Salaries	153,312	143,944
Contributions to funded superannuation and pension schemes	24,023	21,856
Payroll tax	7,939	7,439
Workers' compensation	319	199
Long service leave expense	5,333	3,172
Recreation leave	12,297	10,476
Total non-academic	<u>203,223</u>	<u>187,087</u>
Total employee related expenses	<u>418,712</u>	<u>384,033</u>
No. of full-time equivalent employees at balance date	4,347	4,179

Financial statements *(continued)*

Griffith University

Financial Statements for the year ended 31 December 2011

Notes to the financial statements for the year ended 31 December 2011

	Notes	2011 \$'000	2010 \$'000
9. Depreciation and amortisation			
Depreciation			
Depreciation buildings		7,941	7,728
Depreciation plant and equipment		12,385	11,759
Depreciation infrastructure		2,130	2,020
Total depreciation		22,456	21,507
Amortisation			
Lease premium		68	68
Amortisation intangible assets		3,544	3,466
Total amortisation		3,612	3,534
Total depreciation and amortisation		26,068	25,041
10. Repairs and maintenance			
Maintenance plant and equipment		5,391	5,307
Maintenance buildings and grounds		3,073	2,406
Minor works non capital		2,503	2,221
Total repairs and maintenance		10,966	9,934
11. Impairment of assets			
Bad and doubtful debts		61	689
Impairment of financial assets		-	(67)
Total impairment of assets		61	622

Griffith University

Notes to the financial statements
for the year ended 31 December 2011

	Notes	2011 \$'000	2010 \$'000
12. Other expenses			
Scholarships, grants and prizes		51,949	40,740
Non-capitalised equipment		14,641	18,614
Advertising, marketing and promotional expenses		11,659	9,546
Audit fees, bank charges, legal costs and insurance		3,546	3,374
Laboratory consumables		7,766	7,409
Printing and stationery		5,468	5,330
Operating lease fees and other rental		2,984	3,319
Telecommunications		3,285	3,154
Travel and staff development		14,193	13,386
Inventory used		4,574	4,096
Hospitality		2,928	2,816
Consultancy	37	11,865	16,187
Utilities		9,025	8,902
Computer expenses		4,641	3,600
Safety security and cleaning		7,662	7,029
Subscriptions and reference materials		11,007	10,555
Commission expenses		8,991	9,663
Staff recruitment and benefits		9,383	7,589
Motor vehicle expenses		2,318	2,159
Net foreign exchange loss/(gain)		(33)	47
Other expenses		14,592	16,325
Total other expenses		202,445	193,840
13. Cash and cash equivalents			
Cash on hand		91	81
Cash at bank		9,927	9,014
Managed funds at call		342,246	343,764
Total cash and cash equivalents		352,264	352,859
(a) Reconciliation of cash at the end of the year			
The above figures are reconciled to cash at the end of the year as shown in the Statement of Cash Flows as follows:			
Balances as above		352,264	352,859
(b) Cash at bank and on hand			
Cash on hand is non-interest bearing, while cash at bank is subject to a floating interest rate of 4.1 % at balance date (2010: 4.1%).			
(c) Managed funds at call			
The funds on call are subject to a variable interest rate of approximately 5.19% at balance date (2010: 5.7%).			

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the year ended 31 December 2011

	2011 \$'000	2010 \$'000
14. Receivables		
Current		
Student fees	6,887	6,046
Trade receivables	21,978	18,393
Other receivables	38,392	4,118
Staff advances	284	177
	<u>67,541</u>	<u>28,734</u>
Less provision for impaired receivables	(2,510)	(2,602)
Total receivables	<u>65,031</u>	<u>26,132</u>

Other receivables for 2011 include \$34.3m owed by Queensland Health in respect of the Griffith University Centre for Medicine and Oral Health agreement to surrender a lease. The University has agreed to surrender the lease as part of relocation of the Building GH1 at Southport to the replacement Centre for Medicine and Oral Health on Gold Coast Campus at Parkwood.

(a) Impaired receivables.

As at 31 December 2011 current receivables of the University with a nominal value of \$2.5m (2010: \$2.6m) were impaired and a provision for same was established. The impaired receivables mainly relate to outstanding student fees.

	2011 \$'000	2010 \$'000
The ageing of these receivables is as follows:		
3 to 6 months	284	201
Over 6 months	2,226	2,401
	<u>2,510</u>	<u>2,602</u>

As of 31 December 2011, trade receivables of \$13.8m (2010: \$3.6m) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default.

	2011 \$'000	2010 \$'000
The ageing analysis of these receivables is as follows:		
3 to 6 months	500	3,231
Over 6 months	13,300	371
(included in the above analysis for over 6 months, \$12.0m of the \$13.3m has been received subsequent to balance date)		

Movements in the provision for impaired receivables are as follows:

At 1 January	2,602	2,419
Provision for impairment recognised during the year	249	1,008
Receivables written off during the year as uncollectible	(153)	(218)
Unused amount reversed	(188)	(607)
	<u>2,510</u>	<u>2,602</u>

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

Griffith University

Notes to the financial statements
for the year ended 31 December 2011

	2011 \$'000	2010 \$'000
15. Other financial assets		
Non-current		
<i>Available for Sale</i>		
Unit trust investments	411	385
Shares in corporations-listed	700	772
Shares in corporations-unlisted	573	573
Less provision for impairment of shares in corporations	<u>(115)</u>	<u>(115)</u>
Total other financial assets	<u>1,568</u>	<u>1,615</u>

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

Griffith University holds units in the following unit trust investments:

SciVentures Investments Pty Ltd

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

Unlisted

AARNET Pty Ltd

Antenova Limited

Aqua Diagnostic Pty Ltd

Calytrix Technologies Pty Ltd

Guardsoft Pty Ltd

IDP Education Australia Limited

Open Universities Australia Pty Ltd

QS Semi-conductor Corporation

Listed

NAVITAS Limited

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

Financial statements (continued)

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the year ended 31 December 2011

16. Property, plant and equipment

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

	Construction in progress	Land	Buildings	Plant and equipment	Library	Infrastructure and other plant and equipment	Total property, plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 January 2010							
Cost	52,187	-	-	134,486	653	472	187,798
Revaluation	-	180,740	1,156,424	-	67	136,446	1,473,677
Accumulated depreciation	-	-	(87,834)	(77,354)	-	(23,684)	(188,872)
Net book amount	52,187	180,740	1,068,590	57,132	720	113,234	1,472,602
Year ended 31 December 2010							
Opening net book amount	52,187	180,740	1,068,590	57,132	720	113,234	1,472,602
Revaluation surplus	-	590	34,852	-	-	5,106	40,548
Additions	40,460	-	948	16,909	-	2,800	61,117
WIP Transfers	(63,157)	-	62,267	-	-	890	-
Disposals	-	-	-	(1,529)	-	-	(1,529)
Depreciation charge	-	-	(7,728)	(11,759)	-	(2,020)	(21,507)
Closing net book amount	29,490	181,330	1,158,930	60,753	720	120,010	1,551,232
At 31 December 2010							
Cost	29,490	-	-	142,501	720	213	172,923
Revaluation	-	181,330	1,245,970	-	-	143,913	1,571,212
Accumulated depreciation	-	-	(87,039)	(81,748)	-	(24,115)	(192,903)
Net book amount	29,490	181,330	1,158,930	60,753	720	120,010	1,551,232
Year ended 31 December 2011							
Opening net book amount	29,490	181,330	1,158,930	60,753	720	120,010	1,551,232
Revaluation surplus	-	4,350	41,467	-	-	5,888	51,705
Additions	82,149	-	1,363	12,330	-	822	96,665
WIP Transfers	(38,110)	-	37,698	-	-	412	-
Disposals	-	-	-	(1,347)	-	(9)	(1,357)
Depreciation charge	-	-	(7,941)	(12,385)	-	(2,130)	(22,456)
Closing net book amount	73,528	185,680	1,231,518	59,350	720	124,993	1,675,789
At 31 December 2011							
Cost	73,528	-	-	144,314	720	113	218,675
Revaluation	-	185,680	1,319,098	-	-	149,745	1,654,523
Accumulated depreciation	-	-	(87,581)	(84,964)	-	(24,865)	(197,409)
Net book amount	73,528	185,680	1,231,518	59,350	720	124,993	1,675,789

**Notes to the financial statements
for the year ended 31 December 2011**

16. Property, plant and equipment (continued)

Plant and equipment includes all operational assets.

Other plant and equipment includes non-operational assets such as artworks.

a) Valuations of land, buildings and other assets

Refer to note 1(h) for information relating to valuation of land and buildings and other assets.

b) Non-current assets pledged as security

There are no non-current assets pledged as security by the University or any of its controlled entities.

17. Intangible assets

	Development costs	Licences	Total
	\$'000	\$'000	\$'000
At 1 January 2010			
Cost	20,897	4,355	25,252
Accumulated amortisation and impairment	(12,686)	(2,212)	(14,898)
Net book amount	8,211	2,143	10,354
Year ended 31 December 2010			
Opening net book amount	8,211	2,143	10,354
Additions – Internal development	2,252	-	2,252
Additions – Separately acquired	-	112	112
Amortisation charge	(3,010)	(456)	(3,466)
Closing net book amount	7,453	1,799	9,252
At 31 December 2010			
Cost	23,149	4,467	27,616
Accumulated amortisation and impairment	(15,696)	(2,668)	(18,364)
Net book amount	7,453	1,799	9,252
Year ended 31 December 2011			
Opening net book amount	7,453	1,799	9,252
Additions – Internal development	8,192	-	8,192
Amortisation charge	(3,073)	(471)	(3,544)
Closing net book amount	12,572	1,328	13,900
At 31 December 2011			
Cost	31,341	4,467	35,808
Accumulated amortisation and impairment	(18,769)	(3,139)	(21,908)
Net book amount	12,572	1,328	13,900

Financial statements *(continued)*

Griffith University

Financial Statements for the year ended 31 December 2011

Notes to the financial statements for the year ended 31 December 2011

18. Premium on leased property

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

	Premium on leased land	Premium on leased buildings	Total
	\$'000	\$'000	\$'000
At 1 January 2010			
Cost	3,500	4,000	7,500
Accumulated amortisation	(303)	(345)	(648)
Net book amount	<u>3,197</u>	<u>3,655</u>	<u>6,852</u>
Year ended 31 December 2010			
Opening net book amount	3,197	3,655	6,852
Amortisation charge	(32)	(36)	(68)
Closing net book amount	<u>3,165</u>	<u>3,619</u>	<u>6,784</u>
At 31 December 2010			
Cost	3,500	4,000	7,500
Accumulated amortisation	(335)	(381)	(716)
Net book amount	<u>3,165</u>	<u>3,619</u>	<u>6,784</u>
Year ended 31 December 2011			
Opening net book amount	3,165	3,619	6,784
Amortisation charge	(32)	(36)	(68)
Closing net book amount	<u>3,133</u>	<u>3,583</u>	<u>6,716</u>
At 31 December 2011			
Cost	3,500	4,000	7,500
Accumulated amortisation	(367)	(417)	(784)
Net book amount	<u>3,133</u>	<u>3,583</u>	<u>6,716</u>

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

	2011	2010
	\$'000	\$'000
19. Other non-financial assets		
Current		
Prepayments	<u>9,297</u>	<u>8,311</u>
Total other non-financial assets	<u>9,297</u>	<u>8,311</u>

Griffith University

 Notes to the financial statements
 for the financial year ended 31 December 2011

	2011 \$'000	2010 \$'000
20. Investments accounted for using the equity method		
Financial Performance		
Investments in International Water Centre Pty Limited	773	-
Investments in International Water Centre Joint Venture	(231)	75
Total share of profits for the year	<u>542</u>	<u>75</u>
Financial Position		
Investments in International Water Centre Pty Limited	773	-
Investments in International Water Centre Joint Venture	152	232
Total investments accounted for using the equity method	<u>925</u>	<u>232</u>

Name of entity	Description	Ownership Interest %	
		2011	2010
Jointly controlled entities			
International WaterCentre Pty Ltd	Research	50%	50%

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

	2011 \$'000	2010 \$'000
Financial Position		
Current assets	3,989	-
Non-current assets	9	-
Total assets	<u>3,998</u>	<u>-</u>
Current liabilities	2,447	-
Non-current liabilities	5	-
Total liabilities	<u>2,452</u>	<u>-</u>
Net assets	<u>1,546</u>	<u>-</u>
Share of joint controlled entities' net assets	<u>773</u>	<u>-</u>
Financial Performance		
Income	12,466	-
Expenses	10,921	-
Profit/(loss)	<u>1,545</u>	<u>-</u>
Share of jointly controlled entities' profit/(loss)	<u>773</u>	<u>-</u>
International WaterCentre Joint Venture	25%	25%

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

Summarised financial information in respect of the Joint Venture is set out below:

	2011 \$'000	2010 \$'000
Financial Position		
Current assets	3,620	2,630
Non-current assets	80	168

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the financial year ended 31 December 2011

20. Investments accounted for using the equity method (continued)	2011 \$'000	2010 \$'000
Total assets	3,700	2,798
Current liabilities	3,022	1,852
Non-current liabilities	71	16
Total liabilities	3,093	1,868
Net assets	607	930
Share of jointly controlled entities' net assets	152	232
Financial Performance		
Income	6,806	3,197
Expenses	7,729	2,897
Profit/(loss)	(923)	300
Share of jointly controlled entities' profit/(loss)	(231)	75
21. Trade and other payables		
Current		
Trade payables	10,554	8,701
Accrued expenditure	3,455	3,424
Funds held on behalf of other bodies	1,059	895
Payroll accruals	8,431	7,759
Total trade and other payables	23,499	20,779
22. Borrowings		
Current		
Unsecured		
QTC loans	12,978	12,256
Other	30	30
Total current unsecured borrowings	13,008	12,286
Total current borrowings	13,008	12,286
Non-current		
Unsecured		
QTC loans	53,397	66,313
Other loans	9,056	8,070
Total non-current unsecured borrowings	62,453	74,383
Total non-current borrowings	62,453	74,383
Total borrowings	75,461	86,669

For detailed information on the University borrowings see note 26 Financial Risk Management (c) Liquidity risk. There is no exposure to interest rate changes as all loans are on a fixed interest rate. The carrying amount of all borrowings is held in Australian dollars.

	2011 \$'000	2010 \$'000
Financing arrangements		
Unrestricted access was available at balance date to the following lines of credit:		
Credit standby arrangements		
Total facilities		
Bank overdrafts	10,000	10,000
Corporate cards	5,000	5,000
	15,000	15,000
Used at balance date		
Bank overdrafts	-	-
Corporate cards	764	881
	764	881

Griffith University

**Notes to the financial statements
for the financial year ended 31 December 2011**

Financing arrangements (continued)	2011	2010
	\$'000	\$'000
Unused at balance date		
Bank overdrafts	10,000	10,000
Corporate cards	4,236	4,119
	<u>14,236</u>	<u>14,119</u>
23. Provisions		
Current provisions expected to be settled within 12 months		
Long service leave	3,800	3,419
Recreation leave	17,201	15,286
Severance pay	137	223
Subtotal	<u>21,138</u>	<u>18,928</u>
Current provisions expected to be settled after more than 12 months		
Long service leave	35,961	31,376
Recreation leave	14,797	12,467
Subtotal	<u>50,758</u>	<u>43,843</u>
Total current provisions	<u>71,896</u>	<u>62,771</u>
Non-current		
Long service leave	12,589	11,033
Total non-current provisions	<u>12,589</u>	<u>11,033</u>
Total provisions	<u>84,485</u>	<u>73,804</u>

The recreational leave provision reflects the amount of annual leave accrued as at 31 December 2011.

The long service leave provision reflects the amount of long service leave accrued as at 31 December 2011. It is 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 salary increases, experience of employee departures and periods of service. Expected future payments are discounted using Reserve Bank of Australia's indicative mid rates of selected Commonwealth Government securities. The liability for long service leave expected to be settled within 12 months of the reporting date is recognised in the provision for employee benefits as a current liability. The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised as non-current liability.

24. Other liabilities	2011	2010
Current	\$'000	\$'000
Unearned revenue	59,096	27,142
Unclaimed receipts	173	397
Accrued liabilities	473	73
Australian Government unspent financial assistance	7,719	14,568
Total current liabilities	<u>67,461</u>	<u>42,180</u>
Total other liabilities	<u>67,461</u>	<u>42,180</u>

Included in unearned revenue amount above is \$34.3m owed by Queensland Health in respect of the Griffith University Centre for Medicine and Oral Health agreement to surrender a lease. The University has agreed to surrender the lease as part of relocation of the Building GH1 at Southport to the replacement Centre for Medicine and Oral Health on Gold Coast Campus at Parkwood.

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the financial year ended 31 December 2011

	2011 \$'000	2010 \$'000
25. Reserves and retained surplus		
(a) Reserves		
Asset revaluation reserve	987,270	935,565
General reserve	12,762	12,762
Total reserves	<u>1,000,032</u>	<u>948,327</u>
Reserve movements:		
General reserve		
General reserve balance 1 January 2011	12,762	12,762
Transfers from accumulated funds	-	-
Transfers to accumulated funds	-	-
Balance 31 December 2011	<u>12,762</u>	<u>12,762</u>
Asset revaluation reserve		
Asset revaluation reserve balance 1 January 2011	935,565	895,017
Revaluation of land	4,350	590
Revaluation of buildings	41,467	34,853
Revaluation of infrastructure and other plant and equipment	5,856	5,000
Revaluation of artwork	31	105
Balance 31 December 2011	<u>987,270</u>	<u>935,565</u>
(b) Retained surplus		
Retained surplus as at 1 January 2011	786,037	676,228
Operating result for the year	90,027	109,809
Retained surplus at 31 December 2011	<u>876,064</u>	<u>786,037</u>
Net transfer from general reserve	-	-
Retained surplus at 31 December 2011	<u>876,064</u>	<u>786,037</u>

(c) Nature and purpose of reserves

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

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

**Notes to the financial statements
for the financial year ended 31 December 2011**

26. Financial risk management

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

Risk management is carried out by Planning and Financial Services under policies approved by the University Council.

(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 (2011: \$61,404 AUD), one in Japanese Yen (2011: \$62,905 AUD) and one in United States dollars (2011: \$10,034 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% (2010: 15%) to outline this sensitivity.

(ii) Price risk

The University's exposure to price lies in managed funds administered by QIC and the shareholding in NAVITAS Limited. The remainder of the University share holdings and investments are not subject to price risk as they are not traded.

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

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

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

Outlined in the table below is the University sensitivity analysis to price risk. The University has chosen a fluctuation of 10% (2010: 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% (2010: 3%) to outline this sensitivity.

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements
for the financial year ended 31 December 2011

26. Financial risk management (continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk			
		-3%		+3%		-15%		+15%		-10%		+10%	
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000
31 December 2011		(10,229)	(10,229)	10,229	10,229	30	30	(30)	(30)	(1,134)	(1,134)	1,134	1,134
Financial assets													
Cash and cash equivalents	352,264												
Other financial assets	1,568	-	-	-	-	-	-	-	-	(70)	(70)	70	70
Trade and other receivables	65,031	-	-	-	-	-	-	-	-	-	-	-	-
Financial liabilities													
Trade and other payables	23,499	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings*	67,189	2,015	2,015	(2,015)	(2,015)	-	-	-	-	-	-	-	-
Other liabilities	8,364	-	-	-	-	-	-	-	-	-	-	-	-
Total increase/(decrease)		(8,215)	(8,215)	8,215	8,215	30	30	(30)	(30)	(1,204)	(1,204)	1,204	1,204

*Excludes Smart State Loans.

Notes to the financial statements
for the financial year ended 31 December 2011

26. Financial risk management (continued)

	Carrying Amount \$'000	Interest rate risk				Foreign exchange risk				Other price risk				
		-3%		+3%		-15%		+15%		-10%		+10%		
		Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	Result \$'000	Equity \$'000	
31 December 2010														
Financial assets														
Cash and cash equivalents	352,859	(10,241)	10,241	10,241	18	18	(18)	(18)	(18)	(1,078)	(1,078)	(1,078)	1,078	1,078
Other financial assets	1,615	-	-	-	-	-	-	-	-	(77)	(77)	(77)	77	77
Trade and other receivables	26,132	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial liabilities														
Trade and other payables	20,779	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings*	79,383	2,381	(2,381)	(2,381)	-	-	-	-	-	-	-	-	-	-
Other liabilities	15,038	-	-	-	-	-	-	-	-	-	-	-	-	-
Total increase/(decrease)		(7,860)	(7,860)	7,860	18	18	(18)	(18)	(18)	(1,155)	(1,155)	(1,155)	1,155	1,155

*Excludes Smart State Loans.

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the financial year ended 31 December 2011

26. Financial risk management (continued)

(b) Credit risk

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

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

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

The University considers potential credit risk in terms of debtors is \$2,510,000.

(c) Liquidity risk

Liquidity risk lies in the ability of the University to meet payments to creditors as and when they fall due.

The University manages this risk by the use of policies and procedures which enable efficient cash management. The University also has well established budgeting processes and tools which detail expected future cash outlays and the ability of the University to meet the future commitments.

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

In 2005 the University won a number of Smart State loans to develop the Eskitis Institute, the Queensland Microtechnology Facility and the Queensland Compound Library. Repayments on these loans commence 11 years after final drawdown. During 2009, the University completed the drawdowns of the Smart State loan for the Queensland Compound Library. The final drawdowns on the remaining Smart State loans are yet to take place. Following the repayment of 2/3 of the loan, the remaining 1/3 will be forgiven, provided the University has met its obligations under the Loan Agreements. Primary obligations are to keep the Department of Employment, Economic Development and Innovation informed about the administration of the loans, ensure that appropriate insurance cover is in place and legislative requirements in respect of design and construction of buildings and plant under these agreements are met. The table below provides detailed information in relation to these loans.

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

In accordance with AASB 139 Financial Instruments: Recognition and Measurement, the loans have initially been recognised at their fair value. Fair value has been estimated as the net present value of the expected future payments to be made, discounted by using the yield on a long-term Treasury Fixed Coupon Bond. In determining the future cash payments, the assumption has been made that all obligations under the loan agreements will be satisfied. Subsequent to recognition the loans are measured at amortised cost using the effective interest method.

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

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

Source of the loan	Original amount of loan	Year loan drawn down	Expected remaining loan term	Balance of loan 31 December 2011
QTC	\$16,800,000	2003	1.49 years	\$3,285,542
QTC	\$40,000,000	2005	3.39 years	\$16,028,969
QTC	\$20,000,000	2006	4.49 years	\$10,635,550
QTC	\$50,000,000	2008	6.5 years	\$36,425,482
State Government Loan	\$790,800	2005	3 years	\$766,317
Smart State	\$12,000,000	2006	25 years	\$12,000,000
Smart State	\$3,000,000	2006	29 years	\$3,000,000
Smart State	\$3,500,000	2007	28 years	\$3,500,000
Innovation Building Fund	\$10,000,000	2009	29 years	\$10,000,000

**Notes to the financial statements
for the financial year ended 31 December 2011**

For Smart State and Innovation Building Fund loans, the 'year loan drawn down' refers to the year of the initial draw down. The 'Balance of Loan' does not take into account the 1/3 forgiveness or the discounting to NPV as reflected in note 22 Borrowings.

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

31 December 2011	Average interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non interest \$'000	Total \$'000
Financial assets							
Cash on hand and at bank	4.1%	9,802	-	-	-	216	10,018
Managed funds at call	5.19%	342,246	-	-	-	-	342,246
Receivables	-	-	-	-	-	65,031	65,031
Other financial assets	-	-	-	-	-	1,568	1,568
Total financial assets		352,048	-	-	-	66,815	418,863
Financial liabilities							
Payables	-	-	-	-	-	23,499	23,499
Borrowings	6.78%	-	17,123	51,764	10,497	28,500	107,884
Other financial liabilities	-	-	-	-	-	8,365	8,365
Total financial liabilities		-	17,123	51,764	10,497	60,364	139,748

31 December 2010	Average interest rate %	Variable interest rate \$'000	Less than 1 year \$'000	1 to 5 years \$'000	5+ years \$'000	Non interest \$'000	Total \$'000
Financial assets							
Cash on hand and at bank	4.1%	8,897	-	-	-	198	9,095
Managed funds at call	5.7%	343,764	-	-	-	-	343,764
Receivables	-	-	-	-	-	26,132	26,132
Other financial assets	-	-	-	-	-	1,615	1,615
Total financial assets		352,661	-	-	-	27,945	380,606
Financial liabilities							
Payables	-	-	-	-	-	20,779	20,779
Borrowings	6.75%	-	17,144	60,185	19,370	28,500	125,199
Other financial liabilities	-	-	-	-	-	15,038	15,038
Total financial liabilities		-	17,144	60,185	19,370	64,317	161,016

(d) Fair values of financial assets and liabilities

Smart State Loans received from the Queensland Government are non-interest bearing and are recorded at amortised cost. Unlisted shares and investments are carried at cost. Listed shares and investments are carried at fair value.

Fair Value measurements recognised in the Statement of Financial Position are categorised into the following levels:

	31 Dec 2011	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Other financial assets	1,568	700	-	868
Financial liabilities				
Borrowings at amortised cost (Smart State Loans)	8,272	-	-	8,272
	31 Dec 2010	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Other financial assets	1,615	772	-	843
Financial liabilities				
Borrowings at amortised cost (Smart State Loans)	7,286	-	-	7,286

Financial statements *(continued)*

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Griffith University

Notes to the financial statements for the financial year ended 31 December 2011

Level 3 Financial Liabilities 2011	Smart State Loans \$'000
Opening balance	7,286
Total gains or losses	
In other comprehensive income	986
Drawdown	-
Closing balance	8,272
Level 3 Financial Liabilities 2010	
Opening balance	6,487
Total gains or losses	
In other comprehensive income	(2,230)
Drawdown	3,029
Closing balance	7,286

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

27. Key management personnel disclosures

(a) Names of responsible persons and executive officers

Responsible persons

The following persons were Council members during the financial year 2011:

Chancellor	Ms Leneen Forde, AC
Deputy Chancellor	Mr Henry Smerdon, AM
Vice Chancellor	Professor Ian O'Connor *
Members appointed by the Governor-in-Council	Mr Ian Alderdice Mr Mark Gray Ms Rachel Hunter The Honourable Justice Margaret McMurdo, AC Mr Garry Redlich Mr Henry Smerdon, AM Ms Ann Robilotta-Glenister
Elected academic staff	Dr Arthur Poropat * Dr Dwight Zakus *
Elected student members	Mr William Barker (term ended 27 October 2011) Ms Sarah Gardiner (resigned 5 August 2011) Mr Nilesh Vaniya (term commenced 2 September 2011) Mr Christopher Eigeland (term commenced 28 October 2011)
Elected general staff	Ms Kaye Dillon *
Council appointed members	Dr Robert Anderson, OAM Ms Sandra Anderson The Honourable Rob Borbidge, AO Mr Clinton Dines

**Notes to the financial statements
for the financial year ended 31 December 2011**

Executive officers

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

Ian O'Connor	Vice Chancellor
Susan Spence	Deputy Vice Chancellor (Academic)
Marilyn McMeniman	Deputy Vice Chancellor and Provost
Neville Pankhurst	Deputy Vice Chancellor (Research)
Colin McAndrew	Pro Vice Chancellor (Administration)

Refer to note 27(c) for key executive management personnel disclosure.

(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. They are not remunerated for their role as Councillors. 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.

	2011 Number	2010 Number
Remuneration of council members		
\$0 - \$14,999	16	16
\$90,000 to \$104,999	1	1
\$105,000 to \$119,999	1	2
\$120,000 to \$134,999	1	
Remuneration of executive officers		
\$370,000 to \$384,999		2
\$385,000 to \$399,999	1	1
\$400,000 to \$414,999	1	
\$415,000 to \$429,999	1	
\$445,000 to \$459,999		1
\$460,000 to \$474,999	1	
\$715,000 to \$729,999		1
\$745,000 to \$759,999	1	

Income paid or payable to Council members and executives in connection with the management of the University's affairs was \$2,776,249 for 2011 (2010: \$2,656,097).

Griffith University

**Notes to the financial statements
for the financial year ended 31 December 2011**

(c) Key executive management personnel disclosures

The following persons have responsibility for planning, directing and controlling the activities of the University during the year.

Position	Responsibilities	Current incumbents	
		Contract classification and appointment authority	Date appointed to position (Date resigned from position)
Vice Chancellor	The Vice Chancellor is the Chief Executive Officer of the University and is responsible to the Council of the University. The Vice Chancellor is responsible for articulating a clear strategic direction for the University, providing academic and administrative leadership, maintain a focus on quality, engendering a collegial community amongst staff and students, fostering effective relationships with stakeholders and ensuring sound financial management and stewardship of resources.	VC - Council	17/01/2005
Deputy Vice Chancellor and Provost	The Deputy Vice Chancellor and Provost provides strategic leadership in Campuses, Social Inclusion (including student and staff equity), Development and Alumni relations, External domestic relations strategy and Domestic recruitment of undergraduate and postgraduate coursework students.	DVC Provost - Council	5/10/2009
Deputy Vice Chancellor (Academic)	The Deputy Vice Chancellor (Academic) provides strategic leadership in Academic Strategic and Operational planning, Teaching and Learning, Student experience and student outcomes, Quality strategy and planning, Academic Staffing and Academic policies relevant to all of these matters.	DVCA - Council	6/05/2009
Deputy Vice Chancellor (Research)	The Deputy Vice Chancellor (Research) provides strategic leadership in Planning and policy in relation to research, research training and research internationalist, Research grants and contract research, Policies on and commercialisation of intellectual property, Liaison and negotiation with relevant external bodies Line management of particular operational units as assigned from time to time by the Vice Chancellor.	DCV R - Council	20/04/2009
Pro Vice Chancellor (Administration)	The Pro Vice Chancellor (Administration) is the executive leader for University Administration, a member of the University Executive and the key representative of the University to the community and the professions associated within this portfolio.	PVCA - Council	1/01/1992

Notes to the financial statements
for the financial year ended 31 December 2011

(d) Key executive management personnel remuneration

2011

Position	Short term Employee Benefits		Long Term Employee Benefits	Post Employment Benefits	Termination Benefits	Total Remuneration
	Base \$'000	Non Monetary Benefits \$'000				
Vice Chancellor	607	24	15	103	-	749
Deputy Vice Chancellor and Provost	324	18	8	40	-	390
Deputy Vice Chancellor (Academic)	325	19	8	55	-	407
Deputy Vice Chancellor (Research)	336	20	8	57	-	421
Pro Vice Chancellor (Administration)	371	24	9	63	-	467
Total remuneration	1,963	105	48	318	-	2,434

2010

Position	Short term Employee Benefits		Long Term Employee Benefits	Post Employment Benefits	Termination Benefits	Total Remuneration
	Base \$'000	Non Monetary Benefits \$'000				
Vice Chancellor	583	27	14	99	-	723
Deputy Vice Chancellor and Provost	308	17	9	38	-	372
Deputy Vice Chancellor (Academic)	308	17	7	52	-	384
Deputy Vice Chancellor (Research)	314	19	8	54	-	395
Pro Vice Chancellor (Administration)	361	24	9	62	-	456
Total remuneration	1,874	104	47	305	-	2,330

Remuneration packages for key executive management personnel comprise the following components:

Short term employee benefits which include:

1. Base – consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year during which the employee occupied the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.
2. Non-monetary benefits – consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Long Term employee benefits include long service leave accrued.

Post employment benefits include superannuation contributions.

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the financial year ended 31 December 2011

(e) Loans to key management personnel

There were no loans to key management personnel in 2011.

(f) Other transactions with key management personnel

There were no other transactions with key management personnel during the financial year.

	2011 \$'000	2010 \$'000
28. Remuneration of auditors		
(a) Audit services		
Fees paid to Queensland Audit Office: Audit and review of financial reports	180	170
Total remuneration for audit services	<u>180</u>	<u>170</u>
(b) Non-audit services		
Fees paid to Queensland Audit Office: Audit of facilities project works	-	42
Total remuneration for non-audit services	<u>-</u>	<u>42</u>
29. Reportable losses		
Individual losses in excess of \$500 each		
Cash losses	1	1
Bad debts	137	182
Property losses	168	151
Total reportable losses	<u>306</u>	<u>334</u>
30. Prescribed special payments		
Ex-gratia	-	280
Contractual	807	1,602
Total prescribed special payments	<u>807</u>	<u>1,882</u>

31. Contingencies

Contingent assets

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 2011.

Contingent liabilities

Management is not aware of any contingent liabilities existing at balance date.

32. Commitments

(a) Capital commitments

Property, plant and equipment

Payable:

Within one year	158,466	49,782
Later than one year but not later than five years	78,896	48
Total capital commitments	<u>237,362</u>	<u>49,830</u>

The property, plant and equipment commitments payable within one year, include the following capital projects:

- Griffith Health Centre (G40) and Common Use Teaching Facility (G41) (Gold Coast) : \$114.509 million
- Sir Samuel Griffith Building (N78) (Nathan) : \$29.001 million
- Griffith Business School (G42) (Gold Coast) : \$16.514 million
- Stage 2 Johnson Path Upgrade (Nathan Campus) : \$11.693 million
- Expansion to Library (G10) and Gumurrii Centre (Gold Coast) : \$10.528 million
- Darling Downs-South Burnett Clinical Education Network : \$6.246 million
- International Building (G52) (Gold Coast) : \$4.776 million

Notes to the financial statements
for the financial year ended 31 December 2011

	2011	2010
	\$'000	\$'000
(b) Lease commitments		
Commitments in relation to leases contracted for at the reporting date but not recognised as liabilities, payable:		
Within one year	840	1,044
Later than one year but not later than five years	467	1,425
Later than five years	421	353
Total lease commitments	1,728	2,822
Representing:		
Non-cancellable operating leases	1,728	2,822
(i) Operating Leases		
The University has a number of operating lease commitments for IT-related equipment, office accommodation and motor vehicles under non-cancellable operating leases.		
(c) Other expenditure commitments		
Commitments for expenditure in existence at the reporting date but not recognised as liabilities, payable:		
Within one year	28,611	23,098
Later than one year but not later than five years	2,494	3,783
Later than five years	633	949
Total expenditure commitments	31,738	27,830
(d) Remuneration commitments		
Commitments for employee contracts in existence at the reporting date but not recognised as liabilities, payable:		
Within one year	11,807	10,304
Later than one year but not later than five years	20,887	19,340
Later than five years	-	-
Total remuneration commitments	32,694	29,644

**Notes to the financial statements
for the financial year ended 31 December 2011**

33. Superannuation commitments

(a) UniSuper

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

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

The Trust Deed also requires that where the Trustee considers that UniSuper assets are insufficient to provide benefits payable under the deed, after having obtained two succeeding actuarial investigations and valuations of UniSuper within a 4 year period, the Trustee must reduce the benefits payable to employees on a fair and equitable basis.

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

The Trust Deed requires an actuarial investigation of the Fund at least once every three years.

As part of such investigation, the actuary assesses whether the assets of the Fund, together with future contributions by members and participating institutions, are expected to be sufficient to meet the cost of Defined Benefits under the Fund as they fall due and to recommend appropriate action should this not be the case.

In making the assessment, the actuary considers expected long term trends in such factors as salary and inflation levels, earnings on the Fund's assets and relevant demographic experience. An actuarial investigation of the Fund as at 30 June 2011 was conducted by Mr M Burgess, Fellow of the Institute of Actuaries of Australia and Ms K Maartensz, Fellow of the Institute of Actuaries of Australia.

At 30 June 2011 the Vested Benefit Index (VBI) was 92.2% and the Accrued Benefit Index (ABI) was 104.2%. As the VBI was below 100%, UniSuper is therefore in an "unsatisfactory financial position" as defined by SIS Regulation 9.04. An "unsatisfactory financial position" for a defined benefit fund is defined as when 'the value of the assets of the Fund is inadequate to cover the value of the liabilities of the Fund in respect of benefits vested in the members of the Fund', i.e. the benefits payable if all members voluntarily resigned on the calculation date.

In the actuarial report the Actuary stated that in respect of the long-term financial condition of the Defined Benefit Division (DBD), the assets as at 30 June 2011, together with current contribution rates, including those applicable under contribution flexibility, were expected to be sufficient to provide for the current benefit levels for both existing members and anticipated new members if experience follows the "best estimate" assumptions. However, this would not be the case if experience follows the conservative "funding" assumptions.

On the advice of the Fund Actuary the Trustee considers that UniSuper may not be sufficient to provide the benefits and the process set out in Clause 34 of the Trust Deed has been commenced. The Trustee will notify employers and members of this in accordance with the requirements of Clause 34.

Clause 34 of the Trust Deed provides a mechanism for reducing benefits if after initially finding UniSuper may be insufficient to provide benefits, and after a period of at least four years during which two further actuarial investigations are completed, the Trustee still considers that UniSuper continues to be insufficient to provide the current benefits.

The Clause 34 process was also initiated following the report on the actuarial investigation as at 31 December 2008 and the four year period that then commenced ends on 31 December 2012. The four year period commencing from the current investigation date ends on 30 June 2015.

It will only be necessary for the trustee to consider whether benefits should be reduced after a four year period required by Clause 34 (so at 31 December 2012 or at 30 June 2015) if the Trustee considers at that time that the funding level of the DBD continues to be insufficient.

The Trustee will continue to monitor the DBD's financial position at least quarterly.

**Notes to the financial statements
for the financial year ended 31 December 2011**

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 latest actuarial investigation of the State Public Sector Superannuation Scheme (QSuper) was conducted as at 30 June 2010 by the State Actuary, Mr C A Harrison BBusSC FIA FIAA CFA.

The investigation revealed that accrued liabilities exceeded the QSuper fund assets by \$20.3 billion as at 30 June 2010. This deficit represents the amount (based on the valuation assumptions) at the investigation date of the statutory guarantee provided by the Queensland Government (the State) in respect of its accrued defined benefit obligations.

An amendment to the Superannuation (State Public Sector) Act 1990 in December 2008 made the State guarantee explicit and forms the basis for QSuper being exempt from the funding and solvency requirement of the Superannuation Industry (Supervision) Act 1993.

QSuper's liabilities are effectively limited to the assets in the QSuper fund with the State meeting the balance of defined benefit obligations through last minute contributions. However, the State makes advance provision for its liabilities by accumulating investment assets in a reserve (the Employer Fund).

Consistent with past practice, the investigation took into account both the assets in the QSuper fund and the Employer Fund in order to provide a more comprehensive understanding of the overall funding of the scheme.

After inclusion of the Employer Fund, the accrued liabilities exceeded assets by \$1.4 billion as at 30 June 2010. This deficit compares with the \$5.1 billion surplus disclosed at the 2007 valuation and is primarily a result of adverse investment experience since the last review, a period that included the Global Financial Crisis.

On 31 May 2011 the State made an in specie contribution of the assets of the Queensland Motorways Limited (QML) with a value of \$3.088 billion to the Employer Fund. Including the discounted value at the valuation interest rate of this contribution (\$2.890 billion) in the Employer Fund assets as at 30 June 2010 provides a more realistic assessment of the current financial position of QSuper.

After allowance for the QML transfer, the review disclosed a surplus of assets over accrued liabilities of \$1.4 billion as at the investigation date if the valuation assumptions are realised.

The Actuary considered the funding implications of maintaining the current employer contribution rates. The investigation revealed that employer contributions at these rates would fully fund all the scheme's defined benefit liabilities and therefore the Actuary has supported their retention.

The Actuary has certified that the liabilities of the scheme are expected to be adequately provided for by the assets in the QSuper fund, together with investment earnings, member contributions and last minute State contributions through transfers from the Employer Fund to the QSuper. In view of the funding arrangements of the scheme, the statements required under Superannuation Industry (Supervision) Regulation 9.31 are not applicable.

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements for the financial year ended 31 December 2011

34. Subsidiaries

Principal activities	Country of incorporation	Ownership interest		Net equity		Total revenue		Operating results		Contribution to operating results	
		2011	2010	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Gold Coast Innovation Centre Ltd											
Innovation	Australia	100%	100%	403	413	429	372	(13)	17	(13)	17

35. Events occurring after the reporting period

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

	2011 \$'000	2010 \$'000
36. Reconciliation of operating result after income tax to net cash flows from operating activities		
Operating result from ordinary activities after related income tax	90,027	109,806
Depreciation and amortisation	26,068	25,041
Net loss/(gain) on sale of non-current assets	356	574
Net loss/(gain) on revaluation of financial assets	72	48
Net foreign exchange differences	(33)	44
Fair value of joint venture investment	(542)	(75)
Carrying amount movement in borrowings	986	(2,230)
Donated art	(60)	(161)
Decrease/(increase) in receivables	(38,807)	14,137
Decrease/(increase) in inventories	(134)	37
Decrease/(increase) in other financial assets	-	3,423
Decrease/(increase) in other non-financial assets	(986)	(1,287)
Increase/ (decrease) in other liabilities	25,281	6,966
Increase/(decrease) in payables	2,708	4,083
Increase/(decrease) in provisions for employee entitlements	10,681	4,854
Increase / (decrease) in provision for impairment	(92)	(3,595)
Net cash provided by operating activities	115,526	161,665

Notes to the financial statements
for the financial year ended 31 December 2011

	2011 \$'000	2010 \$'000
37. Expenditure on external consultants		
Management	217	651
Human resource management	664	448
Information technology	679	900
Communications	1	3
Finance and accounting	123	82
Professional/technical	10,181	14,103
	<u>11,865</u>	<u>16,187</u>

38. Private Provision of Public Infrastructure (PPPI) arrangements

In 2006, Griffith University entered into a Student Accommodation Agreement with Campus Living Accommodation Company Limited to build and operate student accommodation at its cost on University land leased to Campus Living Funds Management Limited. The purpose of this arrangement 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 \$35 million (valuation by Australia Pacific Valuers effective 30 June 2011). This asset has not been recognised in the University's financial statements.

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance

39.1 DEEWR – CGS and other DEEWR grants

	Commonwealth Grant Scheme		Indigenous Support Program		Partnership and Participation Program		Disability Support Program	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	204,002	200,546	2,054	1,906	3,648	2,009	124	174
Net accrual adjustments	3,970	(8,213)	-	-	-	-	-	-
Revenue for the period	207,972	192,333	2,054	1,906	3,648	2,009	124	174
Surplus/(deficit) from the previous year	-	-	-	-	-	-	26	34
Total revenue including accrued revenue	207,972	192,333	2,054	1,906	3,648	2,009	150	208
Less expenses including accrued expenses	207,972	192,333	2,054	1,906	3,121	2,009	91	182
Surplus/(deficit) for reporting period	-	-	-	-	527	-	59	26

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.1 DEEWR – CGS and other DEEWR grants (continued)

	Workplace Productivity Program		Capital Development Pool	
	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	-	790	415	3,719
Net accrual adjustments	-	-	-	-
Revenue for the period	-	790	415	3,719
Surplus/(deficit) from the previous year	-	-	4,151	4,151
Total revenue including accrued revenue	-	790	4,566	7,870
Less expenses including accrued expenses	-	790	4,566	3,719
Surplus/(deficit) for reporting period	-	-	-	4,151

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.1 DEEWR – CGS and other DEEWR grants (continued)

	Improving Practical Comp of Teach Ed		Transitional Cost Program		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	-	-	370	666	210,613	209,810
Net accrual adjustments	-	-	(187)	(168)	3,782	(8,381)
Revenue for the period	-	-	183	498	214,395	201,429
Surplus/(deficit) from the previous year	460	460	(168)	358	4,469	5,003
Total revenue including accrued revenue	460	460	15	856	218,864	206,432
Less expenses including accrued expenses	460	-	15	1,024	218,278	201,963
Surplus/(deficit) for reporting period	-	460	-	(168)	586	4,469

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.2 Higher Education Loan Programs

	HECS-HELP (Australian Government payments only)		FEE-HELP		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	114,245	117,724	20,025	31,644	134,270	149,368
Net accrual adjustments	1,134	(4,731)	74	(10,524)	1,208	(15,255)
Revenue for the period	115,379	112,993	20,099	21,120	135,478	134,113
Surplus/(deficit) from the previous year	(4,731)	4,008	(10,524)	3,564	(15,255)	7,572
Total revenue including accrued revenue	110,648	117,001	9,575	24,684	120,223	141,685
Less expenses including accrued expenses	110,648	121,732	9,575	35,208	120,223	156,940
Surplus/(deficit) for reporting period	-	(4,731)	-	(10,524)	-	(15,255)

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.3 Scholarships

	Australian Postgraduate Awards		International Postgraduate Research Scholarships		Commonwealth Education Cost Scholarships		Commonwealth Accommodation Scholarships		Indigenous Access Scholarships		Indigenous Staff Scholarships		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	4,398	3,619	431	403	1,258	845	1,277	1,188	111	97	-	72	7,475	6,224
Net accrual adjustments	-	-	-	-	-	672	-	722	-	-	-	-	-	1,394
Revenue for the period	4,398	3,619	431	403	1,258	1,517	1,277	1,910	111	97	72	7,475	7,618	
Surplus/(deficit) from the previous year	138	462	-	(68)	8	-	25	-	38	116	8	217	510	
Total revenue including accrued revenue	4,536	4,081	431	335	1,266	1,517	1,302	1,910	149	213	8	7,692	8,128	
Less expenses including accrued expenses	4,156	3,943	500	335	857	1,509	1,036	1,885	149	175	8	6,706	7,911	
Surplus/(deficit) for reporting period	380	138	(69)	-	409	8	266	25	-	38	-	986	217	

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.4 DIISR Research

	Research Training Scheme		Systemic Infrastructure Initiative		Joint Research Engagement Program		Sustainable Research Excellence	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	12,942	12,963	-	-	7,171	6,587	1,923	1,192
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	12,942	12,963	-	-	7,171	6,587	1,923	1,192
Surplus from the previous year	-	-	361	361	-	-	-	-
Total revenue including accrued revenue	12,942	12,963	361	361	7,171	6,587	1,923	1,192
Less expenses including accrued expenses	12,942	12,963	361	-	7,171	6,587	1,923	1,192
Surplus/(deficit) for reporting period	-	-	-	361	-	-	-	-

Financial statements *(continued)*

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Griffith University

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.4 DIISR Research (continued)

	Research Infrastructure Block Grants		Implementation Assistance Programme		Australian Scheme for Higher Education Repositories		Commercialisation Training Scheme		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	3,473	2,818	-	73	-	-	155	122	25,664	23,755
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-
Revenue for the period	3,473	2,818	-	73	-	-	155	122	25,664	23,755
Surplus from the previous year	(56)	7	-	-	4	27	216	273	525	668
Total revenue including accrued revenue	3,417	2,825	-	73	4	27	371	395	26,189	24,423
Less expenses including accrued expenses	3,336	2,881	-	73	4	23	37	179	25,774	23,898
Surplus/(deficit) for reporting period	81	(56)	-	-	-	4	334	216	415	525

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.5 Other Capital Funding

	Better Universities Renewal Funding		Teaching & Learning Capital Fund		Education Investment Fund		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	-	-	-	-	2,575	2,300	2,575	2,300
Net accrual adjustments	-	-	-	-	-	-	-	-
Revenue for the period	-	-	-	-	2,575	2,300	2,575	2,300
Surplus from the previous year	3,898	14,959	8,847	18,841	2,300	-	15,045	33,800
Less expenses including accrued expenses	3,898	11,061	8,847	9,994	874	-	13,619	21,055
Surplus/(deficit) for reporting period	-	3,898	-	8,847	4,001	2,300	4,001	15,045

Financial statements *(continued)*

Financial Statements for the year ended 31 December 2011

Griffith University

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.6 Australian Research Council grants

(a) Discovery

	Projects		Fellowships		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
	6,830	6,996	3,195	1,383	10,025	8,379
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	-	-	-	-	-	-
Net accrual adjustments	6,830	6,996	3,195	1,383	10,025	8,379
Revenue for the period	3,238	2,790	1,080	676	4,318	3,466
Surplus from the previous year	10,068	9,786	4,275	2,059	14,343	11,845
Total revenue including accrued revenue	7,098	6,548	2,131	979	9,229	7,527
Less expenses including accrued expenses	2,970	3,238	2,144	1,080	5,114	4,318
Surplus/(deficit) for reporting period						

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

Net accrual adjustments

Revenue for the period

Surplus from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for reporting period

Notes to the financial statements
for the financial year ended 31 December 2011
39. Acquittal of Australian Government financial assistance (continued)

39.6 Australian Research Council grants

(b) Linkages

	Special Research Initiatives		Infrastructure		International		Projects		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	2,158	2,124	-	-	-	26	4,215	3,614	6,373	5,764
Net accrual adjustments	-	-	-	-	-	-	-	-	-	-
Revenue for the period	2,158	2,124	-	-	-	26	4,215	3,614	6,373	5,764
Surplus/(deficit) from the previous year	2,367	2,312	-	113	-	31	1,955	2,323	4,322	4,779
Total revenue including accrued revenue	4,525	4,436	-	113	-	57	6,170	5,937	10,695	10,543
Less expenses including accrued expenses	1,931	2,069	-	113	-	57	4,280	3,982	6,211	6,221
Surplus/(deficit) for reporting period	2,594	2,367	-	-	-	-	1,890	1,955	4,484	4,322

Notes to the financial statements
for the financial year ended 31 December 2011

39. Acquittal of Australian Government financial assistance (continued)

39.6 Australian Research Council grants

(c) Networks and Centres

	Research Networks		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Financial assistance received in CASH during the reporting period (total cash received from the Australian Government for the programs)	-	-	-	-
Net accrual adjustments	-	-	-	-
Revenue for the Period	-	-	-	-
Surplus from the previous year	-	(33)	(33)	(33)
Total revenue including accrued revenue	-	(33)	(33)	(33)
Less expenses including accrued expenses	-	(33)	(33)	(33)
Surplus/(deficit) for reporting period	-	-	-	-

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

Net accrual adjustments

Revenue for the Period

Surplus from the previous year

Total revenue including accrued revenue

Less expenses including accrued expenses

Surplus/(deficit) for reporting period

39. Acquittal of Australian Government financial assistance (continued)

39.7 OS – Help

Notes

	2011 \$'000	2010 \$'000
Cash received during the reporting period	1,515	816
Cash spent during the reporting period	(1566)	(1,011)
Net cash received	(51)	(195)
Cash surplus/(deficit) from the previous period	(73)	122
Cash surplus/(deficit) for reporting period	(124)	(73)

2(h)

INDEPENDENT AUDITOR'S REPORT

To the Council of Griffith University

Report on the Financial Report

I have audited the accompanying financial report of Griffith University, which comprises the consolidated statement of financial position as at 31 December 2011, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and certificates given by the Council and management of the consolidated entity comprising the University and the entities it controlled at the year's end or from time to time during the financial year.

The Council's Responsibility for the Financial Report

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

Auditor's Responsibility

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

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

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

Independence

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

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

Opinion

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

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion–
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the consolidated entity for the financial year 1 January 2011 to 31 December 2011 and of the financial position as at the end of that year.

Other Matters - Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report of Griffith University and the consolidated entity for the year ended 31 December 2011. Where the financial report is included on Griffith University's website the Council is responsible for the integrity of Griffith University's website and I have not been engaged to report on the integrity of Griffith University's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

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

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

Dated at Brisbane this 29th day of February 2012.

Overseas travel

Arts, Education and Law

Pro Vice Chancellor (Arts, Education and Law Group)

Prof P. Mazerolle (Pro Vice Chancellor):
USA, conference, \$4,540

Arts, Education and Law Executive

A/Prof G. Finger (Dean (Learning and Teaching):
Taiwan, Province of China, research, \$1,519

Ms J. Wilson (Strategic Dev. Mgr.):
Belgium, official business, \$1,053

Faculty of Humanities and Social Sciences

School of Humanities

A/Prof M. Alexander (A/Prof.):
Switzerland, conference, \$2,958

Dr H. Anderson (Lect.):
Turkey, conference, \$2,860

Dr S. Baker (S. Lect.):
Israel, research, \$35,337

Dr D. Beattie (S. Lect.):
USA, conference, \$4,201

Prof A. Bennett (Prof.):
Denmark, official business, \$2,893.66;
England, conference, \$4,066

Dr S. Breen (Lect.):
Indonesia, official business, \$14,431

Prof P. Buckridge (Prof.):
England, official business, \$1,184;
USA, conference, \$4,703

Dr S. Chamberlain (Lect.):
USA, conference, \$3,682

Dr P. Denney (Lect.):
England, research, \$2,629

Dr D. Ellison (S. Lect.):
France, conference, \$4,000

A/Prof J. Ewart (A/Prof.):
New Zealand, official business, \$663

Prof K. Ferres (Prof.):
USA, conference, \$3,797

A/Prof S. Forde (A/Prof.):
Turkey, conference, \$7,892

Dr K. Foxwell-Norton (Lect.):
Turkey, conference, \$6,233

A/Prof R. Ganter (A/Prof.):
Germany, research, \$3,439

Dr M. Gibson (Dep. Head of School (Research):
Netherlands, official business, \$4,939

Dr S. Green (Lect.):
England, research, \$2,319

Prof A. Haebich (Res. Intensive Prof.):
Germany, official business, \$2,067

A/Prof J. Macleod (Head of School):
New Zealand, conference, \$1,209

Prof M. Meadows (Prof.):
Turkey, conference, \$4,697

Prof A. Moran (Prof.):
Hong Kong, research, \$1,779

A/Prof G. Murray (A/Prof.):
Canada, ASP, \$4,546;
Czech Republic, conference, \$2,152;
New Zealand, conference, \$812

A/Prof F. Paisley (A/Prof.):
USA, conference, \$3,097

Dr H. Rane (S. Lect.):
Syria, official business, \$5,891;
USA, conference, \$5,610

Mr B. Robards (First Year Advisor):
Canada, conference, \$3,690

Prof P. Tacon (Prof.):
Cambodia, research, \$2,104;
China, research, \$9,871;
Thailand, research, \$2,143

Dr G. Tulloch (Adj. Res. Fell.):
Italy, conference, \$3,000

A/Prof P. Wise (A/Prof.):
England, official business, \$4,137

Dr I. Woodward (S. Lect.):
Germany, research, \$2,200

Prof R. Yeo (Prof.):
New Zealand, conference, \$990;
Norway, conference, \$6,887

School of Criminology and Criminal Justice

Prof K. Daly (Prof.):
USA, conference, \$3,993

Dr R. Dioso-Villa (Lect.):
USA, conference, \$4,917

Dr H. Hayes (S. Lect.):
USA, official business, \$1,955

Prof R. Homel (Prof.):
England, ASP, \$6,074

Dr M. Knox-Mahoney (A/Lect.):
USA, conference, \$2,531

Dr T. McGee (S. Lect.):
Canada, conference, \$3,811;
England, research, \$6,391;
USA, official business, \$4,505

A/Prof J. Ransley (Head of School):
USA, official business, \$6,076

Dr D. Reynald (Lect.):
South Africa, conference, \$4,475;
USA, conference, \$1,869

Dr A. Sell (Lect.):
USA, research, \$2,055

Prof S. Smallbone (Prof.):
Canada, conference, \$18,090;
England, conference, \$11,155;
South Africa, conference, \$5,370

Prof P. Stenning (Prof.):
South Africa, conference, \$3,264

Prof A. Stewart (Prof.):
South Africa, official business, \$2,719

Dr M. Townsley (S. Lect.):
South Africa, conference, \$2,986;
USA, conference, \$4,333

School of Languages and Linguistics

Dr M. Haugh (S. Lect.):
England, ASP, \$6,207;
Taipei, official business, \$3,052;
Taiwan, official business, \$523

Ms T. Miceli (Lect.):
Venice, conference, \$1,573

Dr A. Schalley (S. Lect.):
Germany, ASP, \$2,362

Dr I. Walkinshaw (Lect.):
Vietnam, conference, \$933

A/Prof Y. Wang (A/Prof.):
China, research, \$6,887

Centre of Excellence in Policing and Security

Prof S. Bronitt (Dir.):
China, conference, \$5,507;
England, conference, \$10,342;
Hong Kong, official business, \$6,246;
Singapore, conference, \$2,747

Dr R. Delaforce (Res. Fell.):
England, conference, \$4,719

Dr S. Hufnagel (Res. Fell.):
England, research, \$778;
Germany (2), conference, \$8,078

Dr M. O'Brien (Res. Fell.):
Argentina, conference, \$3,244;
England, conference, \$3,051;
Netherlands, research, \$6,646

Mr J. Saunders (Police Fell.):
USA, conference, \$3,072

Dr Y. Smaal (Res. Fell.):
England, research, \$3,896;
USA, research, \$5,226

Key Centre for Ethics, Law, Justice and Governance

A/Prof M. Abdalla (Dir.):
United Arab Emirates, official business, \$2,604

Ms N. Berlinger (Lect.):
New Zealand, official business, \$2,537

Mr D. Birks (S. Res. Asst.):
South Africa, conference, \$2,666

Dr H. Breakey (Res. Fell.):
England, official business, \$2,500;
USA, official business, \$2,635

Dr J. Cale (Res. Fell.):
Canada, conference, \$5,165

Ms A. Davidson (Clinician):
England, official business, \$1,016

Prof S. Dekker (Dir.):
USA, official business, \$3,939

Dr R. Fitzgerald (Lect.):
USA, conference, \$1,266

Ms S. Forbes (Res. Asst.):
Japan, official business, \$1,833

Mrs N. Katic (Res. Project Mgr.):
Canada, conference, \$2,063

Mrs N. McKillop (Res. Project Mgr.):
Canada, conference, \$1,646

Mr M. Nathie (Lect.):
Malaysia, conference, \$1,896

Ms S. Rayment-McHugh (Program Mgr.):
USA, official business, \$5,269

Prof C. Sampford (Dir.):
Canada, official business, \$13,414;
Japan (2), official business, \$5,593;
Philippines, official business, \$2,512;
Singapore, official business, \$2,468

Ms D. Smith (Clinician):
Canada, conference, \$4,173

Griffith Centre for Cultural Research

Dr A. Huber (Res. Fell.):
England, official business, \$4,659

Dr J. Taylor (Postdoctoral Res. Fell.):
New Zealand, conference, \$1,229;
Poland, conference, \$4,992

Faculty of Education

Faculty of Education Executive

Prof C. Wyatt-Smith (Dean (Academic)):
Norway, official business, \$15,029

School of Education and Professional Studies

Prof M. Balfour (Prof.):
USA, ASP, \$11,476

Prof B. Bartlett (Prof.):
China (3), official business, \$12,633;
USA, ASP, \$7,404

Prof C. Beavis (Prof.):
Hong Kong, conference, \$4,057;
New Zealand, conference, \$930;
USA, conference, \$2,110

Mr F. Beven (Lect.):
Singapore, official business, \$4,518

Prof S. Billett (Prof.):
China, conference, \$4,271;
Finland, research, \$7,242;
Singapore (2), official business, \$2,012

A/Prof P. Bundy (A/Prof.):
Hong Kong, official business, \$2,281

Prof B. Burton (Prof.):
England, official business, \$5,210

Dr S. Choy (S. Lect.):
Singapore (2), conference, \$5,100

Prof J. Cumming (Prof.):
USA, official business, \$7,279

Dr M. Davies (S. Lect.):
USA, official business, \$2,642

Prof N. Dempster (Prof.):
Cyprus, conference, \$4,013;
England, research, \$1,952

A/Prof J. Dunn (A/Prof.):
Hong Kong, official business, \$5,099

Dr D. Dymock (S. Res. Fell.):
Singapore, ASP, \$2,512

A/Prof B. Fluckiger (A/Prof.):
Italy, official business, \$3,052

Dr J. Freiberg (Lect.):
France, conference, \$3,315

Dr B. Garrick (Lect.):
Italy, official business, \$5,206;
USA, research, \$5,916

Dr S. Garvis (Lect.):
Norway, ASP, \$5,227

Dr K. Glasswell (S. Lect.):
New Zealand (3), conference, \$2,255

A/Prof P. Grootenboer (A/Prof.):
Sweden, research, \$2,854

Dr K. Hartwig (Dir.):
Canada (2), official business, \$23,856

Ms L. Hassall (Lect.):
Hong Kong, official business, \$2,694

Dr I. James (Lect.):
Singapore, ASP, \$2,895

Prof R. Jorgensen (Prof.):
England, official business, \$5,640

Dr J. Kearney (S. Lect.):
Germany, research, \$3,830

Dr A. Kelly (Lect.):
Canada, official business, \$2,985

Dr J. Keogh (Lect.):
England, research, \$1,000

Dr M. Li (Lect.):
China (2), research, \$3,873

Dr I. Liyanage (S. Lect.):
China (2), official business, \$4,716;
USA, ASP, \$8,359

Dr C. McDonald (Lect.):
France, conference, \$1,553

Dr G. McGregor (Lect.):
England, conference, \$2,924

A/Prof H. Middleton (A/Prof.):
Japan, conference, \$1,868

Dr C. Ng (S. Lect.):
Hong Kong, conference, \$2,919

Prof D. Pendergast (Head & Dean):
Canada, official business, \$1,459

Prof D. Power (Emeritus Prof.):
Ireland, official business, \$2,410

A/Prof C. Sim (S. Dep. Head):
Canada, official business, \$3,476

Mr R. Smith (Lect.):
Singapore (2), conference, \$3,725

Dr M. Stinson (S. Lect.):
Hong Kong, ASP, \$1,965

Dr D. Twigg (Lect.):
USA, conference, \$2,512

Dr W. Usher (Lect.):
USA, conference, \$2,696

Dr S. Whatman (S. Lect.):
England, conference, \$2,869

Overseas travel (continued)

Griffith Law School

Dr A. Akhtarkhavari (Dep. Head of School (Academic):

China, conference, \$1,746

Prof A. Brown (John F Kearney Chair in Law):
England, research, \$3,984

A/Prof F. Campbell (Dep. Head of School (Learning & Teaching):

England (2), conference, \$2,990;
Sri Lanka, official business, \$2,279

Dr R. De Silva Wijeyeratne (Lect.):
England, research, \$2,834

Ms M. Edgely (Lect.):
Greece, conference, \$3,129

Prof M. Keyes (Prof.):
Austria, official business, \$5,534;
England, ASP, \$5,184

Ms W. Lawton (Admin L&T Graduate Higher Degree):
England, conference, \$2,598

Prof B. Sherman (Dep. Head of School (Research):
Germany, research, \$1,604

Ms O. Simic (Lect.):
Canada, research, \$3,293

Prof P. Tan (Prof.):
Brazil, conference, \$1,226;
South Africa, official business, \$3,566

Ms L. Weathered (Dir.):
USA, conference, \$1,097

Mr S. White (Lect.):
France, official business, \$3,163

Dr T. Wilson (S. Lect.):
Austria, official business, \$5,273;
England, conference, \$4,680;
Hong Kong, official business, \$679

Queensland College of Art

Dr J. Berry (Lect.):
England, official business, \$2,248;
New Zealand, conference, \$467

Mr K. Bradbury (Adj. Lect.):
Hong Kong, conference, \$1,938;
New Zealand, conference, \$2,782

Mr E. Bridger (Dep. Dir. (Development):
Czech Republic, official business, \$9,174

Mr I. Brown (A/Lect.):
Cambodia, official business, \$535

Dr L. Burton (A/Lect.):
New Zealand, conference, \$467

Mr P. Cleveland (Lect.):
Hong Kong, official business, \$2,712

Prof P. Cleveland (Dir.):
Czech Republic, official business, \$3,446;
Norway, official business, \$4,377;
Singapore, official business, \$973;
USA, conference, \$5,185

Mr R. Craig (S. Lect.):
Japan, ASP, \$2,250

Mr S. Di Mauro (S. Lect.):
Portugal, conference, \$3,007;
Timor-Leste, research, \$1,573;
USA, research, \$3,976

Dr C. Douglas (S. Lect.):
Spain, conference, \$7,639

A/Prof M. Drew (A/Prof.):
Peru, official business, \$3,621

A/Prof B. English (A/Prof.):
China, research, \$2,791;
Spain, conference, \$2,199

Prof A. Fry (Prof.):
East Timor (6), official business, \$7,710;
Philippines, research, \$1,493

Dr R. Hawker (S. Lect.):
England, conference, \$2,279;
Germany, research, \$2,267;
New Zealand, conference, \$467

Mr A. Hill (A/Lect.):
New Zealand, official business, \$551

Prof P. Hoffie (Dir.):
China (2), research, \$1,503;
New Zealand, official business, \$225;
Timor-Leste, research, \$1,796

Mr D. Keane (Program Convenor):
Spain, conference, \$3,593

Dr J. Loy (Product Design Convenor):
England, official business, \$2,491;
New Zealand, conference, \$567

Ms P. Perolini (Lect.):
Italy, conference, \$1,786;
Timor-Leste, research, \$1,573

Dr G. Petelin (Lect.):
England, conference, \$2,654

Prof M. Reilly (Prof.):
Italy, official business, \$2,071

Ms E. Shaw (Lect.):
Timor-Leste, research, \$1,573;
USA, official business, \$1,858

Dr R. Shearman (Lect.):
Hong Kong (2), official business, \$2,921;
Timor-Leste, research, \$1,629

Ms H. Stevens (Admin Transnational Design Program):
Hong Kong, official business, \$1,621

Mr D. Welch (S. Lect.):
Hong Kong (3), official business, \$6,354

Mr P. Whiting (Convenor):
Italy, official business, \$1,787

Prof R. Woodrow (Deputy Dir. (PG & Research):
New Zealand, conference, \$1,342;
USA (2), official business, \$15,964

Griffith Film School

Mr M. Ditton (Lect.):
Timor-Leste, research, \$1,863

Mr J. Eyley (First Year Advisor):
Singapore, research, \$2,638

A/Prof P. Laughren (A/Prof.):
Timor-Leste, research, \$1,573

Mr L. Monsour (Lect.):
Timor-Leste, official business, \$2,668

Mr N. Oughton (First Year Advisor):
Czech Republic, conference, \$2,547;
Japan, official business, \$1,830

A/Prof A. Spark (Head of Animation):
Czech Republic, official business, \$1,408;
Japan, conference, \$2,277;
USA, conference, \$2,224

Prof H. Van Eyken (Head of School):
Czech Republic, conference, \$5,954;
France, official business, \$6,867;
USA, official business, \$3,128

Mr A. Waller (Technical Officer Film):
*China, official business, \$919

*Beijing International Academy contributed \$578 towards trip

Griffith Artworks

Mr S. Wright (Dir.):
Hong Kong, official business, \$2,760;
Italy, conference, \$5,544

Queensland Conservatorium

Dr D. Bendrups (S. Res. Fell.):
Canada, official business, \$496;
New Zealand, official business, \$319

Prof A. Brown (Prof. of Digital Arts):
New Zealand, conference, \$490;
USA, research, \$1,086

Dr G. Carey (Head of Pedagogy):
England (2), conference, \$1,109

Mrs S. Clem (Business Mgr.):
USA, conference, \$4,034

Dr K. Cunio (Lect.):
Netherlands, research, \$2,170;
USA, research, \$4,173

Prof P. Draper (Prof.):
England, ASP, \$3,113;
USA (2), official business, \$8,394

Mr T. Gifford (S. Res. Fell.):
England, conference, \$3,239

Mr M. Hitchcock (Head of Music Technology):
USA, research, \$4,982

Mr R. Hultgren (Head of Open Conservatorium):
Singapore, conference, \$1,579

Dr G. Lathem (S. Lect.):
England, official business, \$2,216

Dr D. Lebler (Dep. Dir. (Learning & Teaching):
Finland, conference, \$2,685

Prof H. Schippers (Dir.):
China, conference, \$13,907;
England, conference, \$3,223;
India, research, \$2,717;
Nepal, research, \$3,072;
Netherlands (3), official business, \$11,333

Mr M. Stocker (S. Lect.):
China, official business, \$1,495

A/Prof V. Tomlinson (Head of Percussion):
Netherlands, research, \$2,270

Ms M. Walsh (Head of String):
Germany, conference, \$500

Dr D. Weston (Dep. Dir. (Gold Coast):
Canada, conference, \$5,090;
New Zealand, conference, \$2,236

Business

Pro Vice Chancellor (Business)

Prof M. Powell (Pro Vice Chancellor):
Denmark, official business, \$11,932;
Germany, conference, \$11,499;
Taiwan, official business, \$6,465;
Turkey, official business, \$7,889;
USA (4), official business, \$43,480

Office of the Pro Vice Chancellor (Business)

Prof C. Auld (Dean (International):
Bangladesh, official business, \$6,924;
China, official business, \$10,254;
Denmark, official business, \$26,169;
*Vietnam, official business, \$7,196
**IFPRA contributed \$1,879 towards trip*

Prof G. Cuskelly (Dean (Research):
Canada, conference, \$11,305;
USA, conference, \$10,314

Dr C. Fraser (Dir. U/Grad Studies):
Canada, official business, \$14,001;
China, conference, \$4,307;
England, official business, \$2,942;
Hong Kong, official business, \$798;
Philippines, official business, \$1,853;
New Zealand, official business, \$1,744

Prof L. Frazer (Dean (Learning and Teaching):
China (2), conference, \$6,165;
Taiwan, Province of China, conference, \$2,301;
USA (2), conference, \$12,464

Ms C. Howe (Mgr.):
New Zealand, official business, \$1,469

Dr Z. Li (Postdoctoral Res. Fell.):
New Zealand, conference, \$794

Mr J. Miles (Dir. Market Development):
Indonesia, conference, \$1,895;
USA, official business, \$1,378

Ms A. Moran (Project Officer):
New Zealand, official business, \$1,385

Ms S. Nagle (Project Officer):
Hong Kong, official business, \$1,754

Prof A. Shulman (Advisor Quality/International Accreditation):
USA, conference, \$4,454

Prof M. Wilson (Dean (Academic):
England, conference, \$10,246;
New Zealand (2), conference, \$1,764;
USA (3), official business, \$16,190

Griffith Business School

Department of Accounting, Finance and Economics

Dr A. Akimov (S. Lect.):
England, research, \$6,613

Dr R. Arora (Res. Fell.):
India, conference, \$1,743

A/Prof J. Bandaralage (A/Prof.):
Sri Lanka, research, \$4,265

Dr A. Chai (Lect.):
Germany, research, \$3,159

Dr W. Cheung (Lect.):
China (2), conference, \$3,764

Prof E. Clark (Prof.):
China, conference, \$1,968

Dr R. Copp (S. Lect.):
China, conference, \$1,257

Mr C. Fleming (Lect.):
New Zealand, conference, \$954

A/Prof B. Freudenberg (A/Prof.):
USA, conference, \$3,287

Prof R. Guest (Discipline Head of Economics):
England, official business, \$7,925;
USA (2), ASP/conference, \$12,023

Dr R. Gupta (S. Lect.):
USA, conference, \$3,556

A/Prof H. Higgs (A/Prof.):
China, conference, \$2,334

Dr F. Hu (Lect.):
Hong Kong, conference, \$1,926

Dr A. Huang (S. Lect.):
China, official business, \$1,561

Dr K. Kariyawasam (S. Lect.):
USA, research, \$3,587

Dr B. Liu (Lect.):
China, official business, \$3,609

Prof L. Mia (Prof.):
USA, ASP, \$8,370

A/Prof R. Monem (A/Prof.):
Hong Kong, conference, \$681

Dr G. Nanayakkara (Lect.):
Sri Lanka, research, \$1,520;
Thailand, conference, \$1,898

Dr A. Naranpanawa (Lect.):
Italy, conference, \$3,382

Prof T. Nguyen (Prof.):
Vietnam, ASP, \$1,716

Overseas travel *(continued)*

A/Prof M. Percy (A/Prof.):
Italy, conference, \$2,076

A/Prof C. Qu (A/Prof.):
China, research, \$1,344

Dr P. Rajapakse (S. Lect.):
Sri Lanka, conference, \$883

Prof E. Roca (Discipline Head, Finance & Financial
Planning):
Canada, conference, \$2,167

Dr N. Rohde (Lect.):
Italy, conference, \$2,933

Prof S. Selvanathan (Prof.):
India, ASP, \$2,345

Dr P. Sharma (Lect.):
USA, conference, \$3,939

Prof C. Smith (Head of Department):
USA, official business, \$2,868

Dr J. Su (S. Lect.):
USA, ASP, \$3,245

Dr N. Vecchio (S. Lect.):
Italy, conference, \$3,379

Prof A. Worthington (Prof.):
England, ASP, \$2,240

Mr D. Xiang (Lect.):
China, conference, \$1,756

Department of Employment Relations and Human Resources

A/Prof J. Bailey (A/Prof.):
Republic of Korea, conference, \$1,327;
New Zealand (3), research, \$2,579;
USA, research, \$3,760

A/Prof M. Barry (Head of Department):
New Zealand, official business, \$2,016

A/Prof B. Bowden (A/Prof.):
USA (2), conference, \$11,239

Dr K. Broadbent (S. Lect.):
England, official business, \$2,673

Mr B. French (Lect.):
New Zealand, conference, \$627

Prof L. Fulop (Prof.):
New Zealand, conference, \$594

Dr S. Gunawardana (Lect.):
England, conference, \$2,956;
Sri Lanka, research, \$2,005

Prof K. Hutchings (Prof.):
Italy, conference, \$5,441;
Sri Lanka, research, \$1,693

Prof P. Jordan (Prof.):
New Zealand, conference, \$725;
USA, conference, \$5,045

Dr R. Loudoun (Lect.):
England, research, \$2,300

Dr R. McPhail (S. Lect.):
China, conference, \$4,714

Prof D. Peetz (Prof.):
Canada, ASP, \$8,438;
Czech Republic, conference, \$2,441;
New Zealand, conference, \$812

Dr S. Ramsay (S. Lect.):
Greece, official business, \$2,424

A/Prof B. Russell (A/Prof.):
India, ASP, \$13,664

Dr S. Russell (S. Lect.):
Hong Kong, official business, \$5,115;
USA, conference, \$2,896

Dr K. Shacklock (S. Lect.):
England, official business, \$705;
Hong Kong (2), official business, \$6,126

Prof G. Strachan (Prof.):
New Zealand, conference, \$1,068

A/Prof M. Thite (A/Prof.):
India, research, \$1,194

Dr A. Troth (S. Lect.):
Hong Kong, official business, \$947;
New Zealand, research, \$1,286;
USA, conference, \$2,138

Prof A. Wilkinson (Prof.):
England, research, \$2,402;
Hong Kong, official business, \$2,587

Department of International Business and Asian Studies

Prof M. Barker (Prof.):
Canada, conference, \$4,430;
England, ASP, \$13,387;
Indonesia, conference, \$3,356;
Singapore, conference, \$1,944

A/Prof J. Butcher (Adj. A/Prof.):
Indonesia (2), research/official business, \$5,624

Dr L. Crump (S. Lect.):
Colombia, official business, \$1,628;
South America, research, \$2,545;
Turkey, conference, \$4,475

Prof M. Farquhar (Emeritus Prof.):
Jordan, official business, \$2,513

A/Prof R. Farzipoor Saen (A/Prof.):
Islamic Republic of Iran, conference, \$2,027

Dr R. Fisher (S. Lect.):
England, research, \$3,606;
Hong Kong, official business, \$2,368

Dr R. Gapp (S. Lect.):
England, conference, \$4,817

Dr G. Guzman (S. Lect.):
Brazil, official business, \$9,832;
Hong Kong, official business, \$3,094

Dr C. Hall (S. Lect.):
India (2), research, \$5,184

A/Prof M. Heazle (A/Prof.):
Japan, official business, \$2,842

Dr M. Hossain (S. Lect.):
Malaysia, conference, \$1,467

Dr L. Houghton (Lect.):
Hong Kong, official business, \$3,170;
New Zealand, official business, \$861;
USA, conference, \$3,641

Prof R. Keith (Prof.):
China (2), official business, \$4,363

Prof Y. Kwon (Prof.):
Republic of Korea (2), official business, \$5,143;
Russian Federation, conference, \$7,555

Dr G. Lan Ge (Dir.):
China, official business, \$1,468

Dr K. Lee (S. Lect.):
Finland, conference, \$3,156;
Republic of Korea (3), conference/research,
\$11,853

Prof L. Liew (Head of Department):
Singapore, official business, \$1,019

Prof C. Mackerras (Emeritus Prof.):
China, conference/official business, \$8,378

Dr S. McCarthy (S. Lect.):
Cambodia, conference, \$1,622;
Thailand, research, \$1,618;
USA (2), conference/research, \$5,689

Prof M. McIntosh (Prof.):
England (2), official business, \$41,118

Dr B. Min (IB Dir. (FYA):
Republic of Korea, conference, \$528

Dr P. O'Brien (Lect.):
Colombia, official business, \$10,141;
France, conference, \$4,271;
USA, official business, \$6,011;
Vietnam, official business, \$5,425

Ms R. Roberts (Lect.):
China (2), official business, \$3,995

Dr P. Ross (Program Dir.):
Republic of Korea, conference, \$3,259

Dr K. Sandhu (Program Dir.):
India, official business, \$13,761

Dr L. Sanzogni (S. Lect.):
China, official business, \$3,448;
New Zealand, official business, \$1,218

Dr T. Sarker (Lect.):
Bangladesh, conference, \$6,280

A/Prof D. Schak (Adj. A/Prof.):
China, research, \$10,766

Prof A. Selvanathan (Program Dir.):
China, official business, \$1,493;
India, research, \$1,850

Dr A. Shacklock (S. Lect.):
Hong Kong (2), official business, \$4,098

Dr M. Sinclair (S. Lect.):
USA, official business, \$2,019

Dr D. Smith (Lect.):
China, official business, \$1,348

Dr P. Tatham (Dep. Head of School):
Sweden, conference, \$2,429

Dr P. Woods (S. Lect.):
Hong Kong, official business, \$6,651;
Indonesia, research, \$1,286;
Singapore (2), conference, \$4,705;
USA, official business, \$3,354

Department of Marketing

Dr K. Bodey (Lect.):
USA, conference, \$3,941

Dr P. Clarke (Lect.):
Hong Kong, official business, \$3,295

Dr M. Fry (Acting Head of Department):
Hong Kong, official business, \$2,795

Dr T. Gatfield (S. Lect.):
Hong Kong (2), official business, \$4,759

Prof D. Grace (Prof.):
USA, conference, \$6,375

Dr D. Griffin (Lect.):
Hong Kong, official business, \$2,537

Dr L. Gurrieri (Postdoctoral Fell.):
USA, official business, \$2,471

A/Prof R. Jones (A/Prof.):
England, official business, \$4,594

Dr A. Love (A/Lect.):
Hong Kong (2), official business, \$3,957

Prof B. Merrilees (Prof.):
Canada, ASP, \$3,299;
Switzerland, conference, \$5,305

Dr D. Miller (S. Lect.):
Canada, ASP, \$3,779;
Switzerland, conference, \$2,088

Prof N. Ndubisi (Prof.):
Malaysia, research, \$2,118;
Nigeria, official business, \$4,197

Dr R. Pentecost (Lect.):
Austria, conference, \$1,818

A/Prof N. Pope (A/Prof.):
England, official business, \$5,196

A/Prof S. Rundle-Thiele (A/Prof.):
France, conference, \$3,813;
Hong Kong, official business, \$3,128;
Ireland, conference, \$4,108;
USA, conference, \$5,031

Dr S. Schembri (Lect.):
Hong Kong (2), official business, \$3,543

Dr W. Shao (Lect.):
France, conference, \$659

A/Prof S. Weaven (A/Prof.):
USA (2), conference/official business, \$10,548

Dr O. Wright (Lect.):
England, conference, \$4,556;
Hong Kong (3), official business, \$8,087

Department of Politics and Public Policy

Dr D. Di Piramo (Lect.):
Brazil, conference, \$4,539

Dr D. Grube (Lect.):
England, conference, \$4,674;
Ireland, official business, \$518

Prof J. Kane (Prof.):
Cambodia, official business, \$2,402;
England, conference, \$5,325;
USA, research, \$1,668

Dr A. Lavelle (S. Lect.):
England, conference, \$3,589;
USA, research, \$3,548

Prof C. O'Faircheallaigh (Prof.):
Canada, research, \$5,968;
Papua New Guinea (4), research, \$17,434;
Switzerland, conference, \$4,502

Prof H. Patapan (Prof.):
China (2), official business/research, \$7,994;
Hong Kong, ASP, \$4,008;
New Zealand, conference, \$1,835;
Singapore, research, \$2,881;
USA, official business, \$4,272

Dr E. van Acker (S. Lect.):
England, research, \$7,188;
Singapore, conference, \$1,235

Prof P. Weller (Prof.):
Austria, research, \$17,617;
England, research, \$15,792;
Singapore, official business, \$2,169

Department of Tourism, Leisure, Hotel and Sport Management

Dr T. Brown (Lect.):
England, conference, \$4,937

Dr K. Butcher (S. Lect.):
China, conference, \$3,682;
Thailand (4), conference/research, \$5,355

A/Prof P. Chathoth (A/Prof.):
Hong Kong, official business, \$2,545;
India, conference, \$2,802;
Sri Lanka, official business, \$1,752;
USA, official business, \$3,703

Mr R. Cox (Lect.):
France, conference, \$4,600

Dr K. Filo (Lect.):
Canada, conference, \$2,935;
Spain, official business, \$2,161

Mr B. Fraser (Lect.):
Hong Kong, official business, \$4,236

Dr L. Fredline (U/G Program Dir.):
Hong Kong, official business, \$2,900

A/Prof S. Fullagar (A/Prof.):
France, ASP, \$16,404

Prof D. Funk (Prof.):
USA, research, \$2,885

Prof C. Guilding (Prof.):
United Arab Emirates, official business, \$757

Dr R. Hales (A/Lect.):
England, conference, \$3,601

Mr J. Harding (Lect.):
Switzerland, conference, \$1,065

Dr R. Hibbins (S. Lect.):
Canada, research, \$8,840;
New Zealand, conference, \$305

A/Prof L. Lawton
(Dep. Head of Department (GC):
Canada, conference, \$4,362;
Hong Kong, official business, \$2,401

Dr K. Lloyd (Lect.):
New Zealand, official business, \$762

Dr D. Lock (Lect.):
England, research, \$2,877

Dr J. Ma (Lect.):
Thailand (2), conference/official business, \$1,606

Dr K. Marles (Lect.):
Turkey, research, \$6,067

Overseas travel *(continued)*

Dr D. O'Brien (S. Lect.):

Hong Kong, official business, \$2,958;
Papua New Guinea, research, \$1,263

Dr A. Patiar (Dep. Head of Department):

England, official business, \$2,797;
Greece, conference, \$1,043;
India (2), official business, \$4,422

Ms A. Pavlidis (Res. Asst.):

New Zealand, conference, \$651

Dr M. Pratt (Lect.):

France, conference, \$5,565;
Hong Kong, official business, \$7,200

Dr S. Reid (Lect.):

Hong Kong, official business, \$3,016

Dr J. Rynne (Lect.):

Hong Kong, official business, \$4,036

A/Prof J. Skinner (Head of Department):

Hong Kong, official business, \$5,319;
India, official business, \$10,148

Prof K. Toohey (Prof.):

Czech Republic, conference, \$905;
Hong Kong, official business, \$3,965

Dr M. Watkins (Lect.):

Hong Kong, official business, \$4,409;
New Zealand, conference, \$950

Prof D. Weaver (Prof.):

Canada, conference, \$5,263;
USA, conference, \$4,998

Dr P. Wicker (S. Lect.):

Germany, research, \$2,855

A/Prof H. Wilkins (A/Prof.):

England, conference, \$3,172;
Hong Kong (3), official business, \$14,762

Dr D. Zakus (S. Lect.):

Cuba, conference, \$6,196

Centre for Governance and Public Policy

Dr S. Davies (S. Res. Fell.):

Philippines, research, \$2,809;
Vietnam, research, \$3,109

Dr T. Legrand (Res. Fell.):

England (2), conference, \$4,813

Prof J. Sharman (Prof.):

Canada, conference, \$8,580;
Denmark, official business, \$3,569;
England, conference, \$7,340;
Japan, research, \$2,552

A/Prof A. Tiernan (A/Prof.):

England, conference, \$3,227;
USA, ASP, \$23,927

Prof Y. Xu (Res. Fell.):

Austria, research, \$10,701;
China, research, \$1,900;
Republic of Korea, research, \$2,323;
Singapore, official business, \$1,173;
USA, research, \$4,746

Centre for Work, Organisation and Wellbeing

Dr S. Lawrence (Res. Fell.):

Hong Kong, research, \$1,542;
Japan, conference, \$3,873

Dr K. Townsend (Res. Fell.):

England, research, \$11,782;
New Zealand, conference, \$1,291;
Sweden, conference, \$3,313

Asia Pacific Centre for Franchising Excellence

Ms K. Miles (General and Business Mgr):

Malaysia, official business, \$1,345;
Philippines, conference, \$3,719

Griffith Asia Pacific Research Institute

Prof A. Bellamy (Prof. International Security):

Singapore, conference, \$1,642;
USA, conference, \$4,914

Dr M. Clarke (Res. Fell.):

India, official business, \$1,806;
USA, conference, \$1,980

Dr B. Dressel (Res. Fell.):

China, conference, \$1,043

Dr J. Elias (Res. Fell.):

England, ASP, \$2,723;
Malaysia, research, \$2,459

Dr L. Glanville (Res. Fell.):

USA, research, \$8,001

Dr S. Hou (Res. Fell.):

China (2), research/official business; \$4,370;
France, conference, \$5,520

Dr R. Jeffery (S. Res. Fell.):

Cambodia (2), research/official business, \$9,598;
Solomon Islands, research, \$2,029

Dr H. Kim (Res. Fell.):

Republic of Korea, research, \$6,570;
USA, conference, \$3,957

Dr C. Liss (Res. Fell.):

Canada, conference, \$6,035;
*Germany (2), research, \$6,824;
Singapore, official business, \$3,581
*RSIS, Nanyang Technological University
contributed \$1,047 towards trip

Prof A. O'Neil (Dir.):

China (2), official business, \$9,233;
England, research, \$5,464,
Singapore, conference, \$3,935;
USA, conference, \$8,623

Dr F. Smith (Res. Fell.):

Indonesia, official business, \$2,424

Ms M. Thorley (Mgr.):

China, official business, \$3,093

A/Prof S. Trevaske (ARC QEII Res. Fell.):

China (3), conference, \$5,584

Ms N. Vary (Events & Publications Mgr.):

China (2), conference/official business, \$11,988

Dr V. Vivoda (Res. Fell.):

Japan, official business, \$834;
Norway, official business, \$1,858;
USA, research, \$12,154

Dr J. Wang (Res. Fell.):

China, research, \$1,794;
USA, official business, \$2,260

Dr W. Widmaier (S. Res. Fell.):

Canada, conference, \$4,155

Cape York Institute

Mr G. Fridriksson (Dep. Dir.):

Papua New Guinea, official business, \$715

Ms M. Maniapoto (Program Mgr.):

New Zealand, official business, \$495

Griffith Health

Pro Vice Chancellor (Health)

Prof A. Cripps (Pro Vice Chancellor):

Switzerland (2), conference, \$28,262;
United Arab Emirates, official business, \$10,024;
USA, conference, \$13,828

Griffith Health Executive

Prof N. Buys (Dean (Learning and Teaching):

England, research, \$6,822

Prof S. Chambers (Prof.):

China, conference, \$7,808;
Taiwan, official business, \$2,931;
USA, official business, \$17,150

Prof L. Griffiths (Dean (Research):

Canada, conference, \$8,370;
Germany, conference, \$9,988;
India (2), conference/official business, \$10,042

Prof D. Henly (Dean (Academic):

Canada, official business, \$13,209;
England, official business, \$9,188;
Singapore, official business, \$9,956;
United Arab Emirates, official business, \$2,151

Mr N. West (Mgr.):
Finland, conference, \$20,450

Mr P. Westwood (Executive Officer):
Singapore (2), official business, \$8,854

School of Dentistry and Oral Health

Ms J. Evans (S. Lect.):
Sweden, research, \$6,002

Dr R. George (S. Lect.):
Singapore, official business, \$884

Prof A. Itthagarun (Prof. of Paediatric Dentistry):
Thailand (2), conference, \$3,097

Prof S. Ivanovski (J&J Chair/Periodontology):
Greece, official business, \$4,055;
New Zealand, conference, \$1,459

Prof N. Johnson (Prof.):
Papua New Guinea, research, \$4,004

Dr C. Kiatake (General Dental Practitioner):
Brazil, conference, \$1,944

Prof F. Mack (Prof.):
USA (2), conference, \$8,613

Dr J. Manakil (Lect.):
England, official business, \$1,500

Prof W. Massey (Head of School):
New Zealand, official business, \$675

A/Prof N. Mattheos (A/Prof.):
Hong Kong, official business, \$1,963;
New Zealand, conference, \$1,876;
Sweden, conference, \$13,355;
Switzerland, official business, \$7,913

Dr R. Nair (S. Lect.):
Greece, conference, \$2,569;
Thailand, research, \$2,459

Prof T. Oberholzer (Prof. of Operative Dentistry):
USA, official business, \$3,533

Prof P. Reher (Dep. Head of School):
Chile, conference, \$3,933

Dr V. Reher (Lect.):
Chile, conference, \$1,941

Dr S. Rihani (Lect.):
USA, official business, \$1,500

School of Human Services and Social Work

Dr J. Beekhuyzen (S. Res. Asst.):
Finland, conference, \$2,214

Dr J. Cartmel (S. Lect.):
England, conference, \$7,640

Ms M. Casley (A/Lect.):
Canada, conference, \$1,137

Prof J. Clapton (Prof.):
Netherlands, official business, \$1,629

Dr J. Clark (Lect.):
India, official business, \$1,428

Mr O. Gudes (Res. Fell.):
Canada, conference, \$2,089

A/Prof W. Kuipers (Res. Fell.):
India, research, \$1,717;
Philippines, conference, \$1,875

Dr S. Larmar (S. Lect.):
Thailand, official business, \$4,099

Dr K. Macfarlane (S. Lect.):
USA, conference, \$4,744

Ms A. Maujean (Res. Fell.):
New Zealand, conference, \$629

A/Prof H. Muenchberger (S. Res. Fell.):
England, research, \$6,379

Prof P. O'Leary (Head of School):
Malaysia, research, \$2,184

Dr A. Sav (S. Res. Asst. Chronic Illness):
New Zealand, conference, \$1,194

A/Prof A. Wheeler (A/Prof.):
New Zealand (2), official business, \$977

Dr S. Woodbridge (Lect.):
England, ASP, \$7,754

School of Medical Science

Dr A. Bulmer (Lect.):
Austria, research, \$2,730;
Italy, research, \$2,335

Ms A. Carey (Postdoctoral Res. Fell.):
Italy, conference, \$2,587

Dr L. Dong (S. Res. Fell.):
China, conference, \$1,593

Dr L. Haupt (Postdoctoral Res. Fell.):
England, research, \$4,081

Prof M. Irving (Prof.):
Oman, research, \$713

Prof V. Korolik (Prof.):
Canada, research, \$5,423

Dr R. Lea (S. Lect.):
New Zealand (2), official business, \$1,826

Ms J. Lewohl (Lect.):
USA, official business, \$1,491

Dr H. Massa (S. Lect.):
USA, conference, \$4,785

Dr A. Mellick (Res. Fell.):
USA, research, \$6,077

Prof J. Neuzil (Prof.):
Czech Republic (2), official business, \$5,722

Dr S. Nirthanan (S. Lect.):
Singapore, official business, \$3,305

Dr I. Peak (S. Lect.):
Cuba, conference, \$2,980;
England, ASP, \$5,055

Dr D. Pountney (S. Lect.):
China, official business, \$2,966

A/Prof S. Ralph (A/Prof.):
USA, research, \$1,774

Dr N. Selvanayagam (S. Lect.):
Sri Lanka, official business, \$1,490

Ms M. Stantic (Laboratory Mgr.):
Singapore, conference, \$1,272

Dr G. Ulett (S. Lect.):
USA, official business, \$2,809

Prof M. Wei (Prof.):
China (2), research, \$3,337;
Hong Kong, official business, \$2,908

School of Medicine

Dr L. Alldridge (S. Lect.):
New Zealand, conference, \$642

Prof S. Broadley (Head of School):
Netherlands, conference, \$9,911

Ms T. Comans (Lect.):
Taiwan, Province of China, conference, \$2,601

Dr K. Kasem (Lect.):
USA, official business, \$2,000

Prof A. Lam (Prof. of Pathology):
France, official business, \$3,456;
Hong Kong, conference, \$2,146;
Taiwan, Province of China, conference, \$2,636

Dr E. Milligan (S. Lect.):
Scotland, conference, \$2,000

A/Prof S. Ng (A/Prof.):
China, conference, \$1,299

Prof J. Schwartz (Academic Mgr.):
USA, official business, \$4,285

Dr J. Whitty (S. Lect.):
Taiwan, Province of China, conference, \$1,596

Dr M. Young (Lect.):
New Zealand, research, \$293

School of Nursing and Midwifery

Prof L. Aitken (Prof.):
England, official business, \$4,235;
Netherlands, official business, \$2,960;
Singapore, conference, \$1,278

Overseas travel *(continued)*

Prof W. Chaboyer (Dir.):
Brazil, conference, \$8,110;
Hong Kong, conference, \$8,118;
Taiwan, Province of China, conference, \$8,521

Prof M. Cooke (Prof.):
Singapore, conference, \$1,278;
Spain, conference, \$3,019

Ms L. Del Fabbro (Lect.):
Singapore (2), ASP/official business, \$7,786

Prof E. Duffy (Head of School):
Singapore, official business, \$7,891;
United Arab Emirates (2), official business,
\$4,850

Ms C. Fairweather (Program Convenor):
United Arab Emirates, ASP, \$27,531

Ms J. Fielden (Lect.):
USA, official business, \$987

Ms F. Gallagher (Academic Co-ordinator):
Singapore (6), official business, \$23,872

A/Prof J. Gamble (Dep. Head of School):
South Africa, conference, \$891

Dr B. Gillespie (S. Res. Fell.):
USA, official business, \$5,407

A/Prof S. Henderson (A/Prof.):
England, ASP, \$1,285

Ms V. Jarrett (Res. Asst.):
South Africa, conference, \$1,930

Prof R. Jester (Head of School):
England (2), conference/official business, \$2,948;
United Arab Emirates, official business, \$67,424

Dr C. Jones (Res. Fell.):
Netherlands, conference, \$3,192;
Singapore, conference, \$723

Ms S. Latimer (A/Lect.):
Vietnam, official business, \$1,136

Prof A. McMurray (Prof.):
Canada, conference, \$10,335

Ms J. Menke (Lect.):
Laos, official business, \$1,139

Prof W. Moyle (Dir.):
Netherlands Antilles, conference, \$10,528;
Singapore, conference, \$1,278

Dr C. Purcell (S. Lect.):
Singapore, official business, \$1,278

Ms H. Rands (A/Lect.):
Fiji, official business, \$1,413

Dr M. Sidebotham (S. Lect.):
New Zealand, research, \$796

Dr L. Venturato (S. Lect.):
Singapore (3), official business, \$10,547;
USA, research, \$4,297

Dr L. Zhang (Res. Fell.):
China, conference, \$1,792;
New Zealand, official business, \$408

School of Applied Psychology

Dr M. Boschen (S. Lect.):
England, official business, \$3,357

Prof P. Brough (Prof.):
Hong Kong, conference, \$500

Dr L. Casey (Dir.):
Iceland, conference, \$4,756;
Italy, conference, \$5,074;
New Zealand, conference, \$514

Prof P. Creed (Prof.):
Canada, conference, \$3,615

Prof S. Dawe (Prof.):
England (2), conference/research, \$12,865

Dr A. Duffy (A/Lect.):
New Zealand, conference, \$1,038

Prof M. Dyck (Prof.):
Turkey, ASP, \$4,637

Dr L. Farrell (Postdoctoral Fell.):
USA, official business, \$1,080

Dr R. Ford (S. Lect.):
USA, official business, \$1,886

A/Prof I. Glendon (A/Prof.):
France, conference, \$3,724

Dr H. Green (Lect.):
Turkey, official business, \$1,500

Ms M. Harlen (Res. Asst.):
England, official business, \$2,912

Dr T. Hine (S. Lect.):
Hong Kong, conference, \$1,286

Dr L. Hohaus (Dir. Memory Clinic):
France, official business, \$1,893

Dr M. Hood (S. Lect.):
Canada, conference, \$1,496

A/Prof L. Jones (Dir.):
Netherlands, conference, \$2,128;
USA, conference, \$3,799

Dr T. Ludlow (Lect.):
New Zealand (2), conference, \$1,084

Prof P. Martin (Head of School):
Germany, conference, \$2,233;
USA, official business, \$2,605

Dr L. McGregor (Lect.):
Canada, conference, \$4,086

A/Prof S. Morrissey (Dep. Head of School):
England, official business, \$1,500

Prof D. Nesdale (Prof.):
Canada, conference, \$4,872;
USA, ASP, \$10,938

A/Prof D. Neumann (A/Prof.):
China, research, \$4,201

A/Prof A. O'Donovan (Dep. Head of School):
Turkey, conference, \$6,273

Dr T. Ownsworth (S. Lect.):
New Zealand, conference, \$2,867

Dr A. Poropat (S. Lect.):
England, conference, \$2,784;
USA, conference, \$2,129

Prof J. Reser (Adj. Prof.):
England, official business, \$3,336;
USA, official business, \$1,404

Dr D. Shanley (Dir. of Psychology):
Canada, official business, \$6,020

Prof D. Shum (Prof.):
China (6), official business, \$17,428;
Hong Kong, official business, \$1,598;
New Zealand, conference, \$2,133

Dr R. Thomas (Res. Fell.):
USA, official business, \$3,731

Prof M. Zimmer-Gembeck (Prof.):
New Zealand, conference, \$2,095;
Scotland, conference, \$3,886

School of Pharmacy

Prof A. Davey (Head of School):
Singapore, official business, \$1,280

Dr S. Dukie (Lect.):
France, conference, \$2,577

Dr L. Hattingh (S. Lect.):
New Zealand, conference, \$1,665

Ms D. Hope (Lect.):
Samoa, conference, \$1,406

A/Prof M. Rathbone (Acting Head of School):
USA, conference/research, \$6,016

Prof N. Smith (Prof.):
Fiji, official business, \$732

School of Physiotherapy and Exercise Science

Ms L. Barber (Res. Asst.):
Netherlands, official business, \$3,256

A/Prof B. Beck (A/Prof.):
USA, conference, \$5,557

Dr L. Bisset (S. Lect.):
Netherlands, conference, \$3,188

Dr C. Carty (Postdoctoral Fell.):
Belgium, official business, \$3,281

Dr N. Cronin (Postdoctoral Fell.):
Belgium, official business, \$2,389

Ms M. Dalton (S. Lect.):
Netherlands Antilles, conference, \$4,727

Dr A. Dempsey (Res. Fell.):
Belgium, conference, \$3,314

A/Prof L. Haseler (A/Prof.):
USA, conference, \$4,151

Dr J. Kavanagh (S. Lect.):
USA, conference, \$3,750

Mr G. Kirwan (Lect.):
New Zealand, official business, \$1,119

Dr L. Laakso (Dep. Head of School):
New Zealand, official business, \$1,286;
USA, conference, \$2,339

Prof D. Lloyd (Prof.):
Belgium, conference, \$4,553;
New Zealand, conference, \$833;
USA, research, \$1,755

Prof P. Milburn (Head of School):
Singapore (2), conference, \$9,273

Dr P. Mills (S. Lect.):
Netherlands, conference, \$3,636

A/Prof N. Morris (Prof.):
Netherlands, conference, \$6,465;
USA, ASP, \$4,156

Ms S. Offord (Lect.):
Netherlands, conference, \$2,662;
New Zealand, official business, \$918

Dr G. Reddan (Lect.):
USA, conference, \$4,429

Dr R. Simeoni (S. Lect.):
China, conference, \$1,495;
England, official business, \$841

School of Public Health

Mr M. Avery (S. Lect.):
Malaysia, conference, \$1,940

Ms L. Ball (A/Lect.):
England, conference, \$2,548;
New Zealand, official business, \$172

Dr C. Brown (Lect.):
Sweden, official business, \$2,934

Dr B. Desbrow (S. Lect.):
England, conference, \$5,760;
New Zealand, conference, \$2,030

Mr I. Edwards (Lect.):
Czech Republic, official business, \$4,957;
England, official business, \$5,945

Mr D. Gray (POP Res. Fell.):
USA, conference, \$4,394

Prof R. Hughes (Prof.):
Austria, official business, \$4,167;
Brazil, conference, \$2,766

Dr P. Lee (Lect.):
China, research, \$2,090

Dr M. Leveritt (S. Lect.):
England, conference, \$5,562;
New Zealand, research, \$1,497;
USA, conference, \$3,072

Dr M. Palmer, (Lect.):
England, conference, \$2,759

Prof A. Ross (Prof.):
Philippines (3), official business, \$7,113

Dr F. Rowe (Lect.):
USA, ASP, \$1,756

Mr C. Schultz (Lect.):
New Zealand, conference, \$1,047

Dr S. Somerset (S. Lect.):
Philippines, official business, \$2,012

Prof D. Stewart (Chair, Health Promotion):
England, research, \$3,383;
Indonesia (2), research, \$5,425;
Vietnam, ASP, \$1,929

Australian Institute for Suicide, Research and Prevention

Prof D. De Leo (Dir.):
China, conference, \$10,565;
Italy, official business, \$8,613;
USA, conference, \$7,198

Dr D. Doessel (Res. Fell.):
Austria, conference, \$1,784

Dr K. Kolves (S. Res. Fell.):
China, official business, \$2,019

Dr A. Milner (Res. Fell.):
China, conference, \$1,924;
Tahiti, conference, \$541

Genomics Research Centre

Ms D. Welsh (Res. Asst.):
Switzerland, official business, \$3,280

Technical Services (Health)

Mr B. Butcher (Technical Officer):
Germany, conference, \$3,239

Science, Environment, Engineering and Technology

Science, Environment, Engineering and Technology Executive

Ms Y. Baxter (Personal Assistant):
Malaysia, official business, \$1,251

A/Prof M. Blumenstein (Dean (Research):
China, conference, \$7,601

Ms N. Wall (Blending Learning Advisor):
USA, conference, \$3,861

Griffith School of Engineering

Prof I. Agranovski (Prof.):
England, conference, \$2,124;
Russian Federation (2), ASP/research, \$20,560

Ms G. Akimova (Admin. Support Officer):
Taiwan, official business, \$2,161

Mr M. Bolton (Lect.):
China, official business, \$2,535

Dr A. Busch (Lect.):
Canada, conference, \$2,759

Dr G. Chai (S. Res. Fell.):
Malaysia, research, \$2,846

Prof S. Dimitrijevic (Prof.):
China, official business, \$1,958;
USA, conference, \$5,229

Dr J. Doh (Lect.):
China, official business, \$2,334;
Japan, conference, \$578

Dr B. Gilbert (Lect.):
France, conference, \$2,842

A/Prof M. Greenway (A/Prof.):
England, conference, \$2,518

A/Prof H. Guan (A/Prof.):
China, official business, \$1,737

Dr S. Herat (S. Lect.):
Japan, official business, \$575;
Singapore, official business, \$1,628;
Sri Lanka, ASP, \$3,736;
Vietnam, ASP, \$2,237

A/Prof C. Lemckert (Dep. Head of School):
Canada, conference, \$4,364;
Japan, official business, \$2,747;
USA, research, \$2,269

Overseas travel *(continued)*

Prof Y. Loo (Prof.):

China (4), official business, \$32,896;
Malaysia, official business, \$7,660;
Nepal, official business, \$7,732;
Thailand, official business, \$5,489;
Vietnam, official business, \$5,219

Prof J. Lu (Prof.):

China, conference, \$5,014;
England, conference, \$4,708;
Japan, research, \$5,277

Dr F. Mohd-Yasin (Lect.):

Malaysia, research, \$999

Dr B. Mullins (S. Lect.):

USA, conference, \$3,528

Dr K. Nepal (Lect.):

China, official business, \$3,050

Dr E. Oh (Lect.):

China (2), official business, \$9,107;
Japan, official business, \$2,883;
Taiwan, ASP, \$2,510

Dr K. Panuwatwanich (Lect.):

China, official business, \$2,235;
Hong Kong, conference, \$2,180

Dr D. Rowlands (S. Lect.):

USA, conference, \$2,101

Dr R. Van Staden (Res. Fell.):

Singapore, conference, \$1,776;
Thailand, official business, \$656

Prof L. Vlacic (Prof.):

China, conference, \$2,908;
Italy, conference, \$2,481;
Taiwan, Province of China, official business,
\$1,073

Dr P. Woodfield (Lect.):

Greece, conference, \$2,480

Prof B. Yu (Head of School):

China (2), official business, \$1,802;
USA, research, \$4,330

Dr J. Yu (S. Lect.):

China (2), conference, \$3,546;
Poland, conference, \$3,249

A/Prof H. Zhang (A/Prof.):

USA, ASP, \$3,498

Centre for Infrastructure Engineering & Management

A/Prof R. Stewart (Dir.):

China, official business, \$3,048;
Jordan, conference, \$686;
Malaysia, official business, \$3,271

Centre for Wireless Monitoring and Application

Dr D. James (S. Res. Fell.):

Japan, conference, \$3,129

Dr J. Lee (Res. Fell.):

Japan, conference, \$1,976

Mr M. Neeli (S. Engineer):

Singapore, research, \$1,997;
Taiwan, conference, \$2,171

Prof D. Thiel (Dir.):

Germany, research, \$4,115;
Singapore, official business, \$2,369;
Taiwan, conference, \$4,934;
USA, conference; \$7,212

Dr A. Wixted (Res. Fell.):

England, conference, \$582;
India, conference, \$1,234

Centre for Quantum Dynamics

Dr A. Jechow (Res. Fell.):

Germany, conference, \$4,962

Mr B. Norton (Centre Staff):

Germany, conference, \$2,042

Queensland Micro and Nanotechnology Centre

Dr S. Bernardi (Res. Fell.):

Austria, conference, \$2,715

Dr T. Blach (Res. Fell.):

France, research, \$5,745

Dr J. Han (Res. Fell.):

China, conference, \$2,039

Dr G. Heber (Res. Fell.):

South Africa, conference, \$3,846;
USA, conference, \$4,677

Mr A. Iacopi (Operations Dir.):

England, official business, \$5,330;
USA (3), official business, \$12,496

Mr G. Walker (Res. Asst.):

England, official business, \$2,153

A/Prof X. Yao (ARC Res. Fell.):

China (4), research, \$11,048;
India, conference, \$3,762;
USA, conference, \$9,684

Griffith School of Environment

Ms Z. Banhalmi-Zakar (Lect.):

Belgium, conference, \$3,255

Dr C. Bosman (S. Lect.):

USA, ASP, \$2,393

Prof L. Brown (Prof.):

Bhutan (2), official business, \$25,969;
England, conference, \$16,801;
Japan, conference, \$3,893;
Mexico, conference, \$4,579;
Netherlands, official business, \$1,640;
Thailand, official business, \$10,378

A/Prof M. Burford (S. Res. Fell.):

Indonesia, official business, \$2,222;
Vietnam, research, \$1,227

Dr C. Burwell (Lect.):

China, official business, \$1,286

A/Prof A. Carroll (Dep. Head of School):

Thailand, conference, \$1,117

Dr G. Castley (Lect.):

South Africa, research, \$3,883

Prof C. Catterall (Prof.):

Malaysia, official business, \$1,582;
Mexico, ASP, \$3,824

A/Prof C. Chen (A/Prof.):

China (2), official business, \$2,435;
USA, conference, \$3,553

Prof C. Chu (Dir.):

China (5), conference, \$12,922

Prof R. Connolly (Prof.):

USA, conference, \$10,000

Dr R. Cropp (S. Lect.):

England, official business, \$5,601

Dr P. Daniels (S. Lect.):

Thailand (2), conference, \$1,441

Dr P. Davey (S. Lect.):

England, research, \$3,990;
Hong Kong, conference, \$1,791;
Indonesia (4), official business, \$9,514;
Republic of Korea, official business, \$1,352

Dr A. Dedekorkut (S. Lect.):

USA, conference, \$3,855

Dr G. Diaz-Pulido (Lect.):

Greece, conference, \$4,641

Dr J. Ferreira (S. Lect.):

Germany, conference, \$2,843

Dr J. Furse (Academic Staff):

Japan, official business, \$500

Dr A. Golshani (Res. Fell.):

USA, conference, \$5,369

Prof D. Hawker (Prof.):

Thailand, research, \$2,521

A/Prof J. Hero (A/Prof.):
England, ASP, \$11,470;
India, official business, \$7,008;
Nepal, official business, \$11,848

A/Prof R. Hindmarsh (A/Prof.):
England, ASP, \$21,199;
Republic of Korea, conference, \$2,966;
Singapore, conference, \$1,979;
Taiwan, Province of China (2), conference,
\$7,788

Prof J. Hughes (Prof.):
USA (2), conference, \$8,532

A/Prof D. Jones (A/Prof.):
New Zealand (2), conference, \$2,300

Prof R. Kitching (Dep. Head of School):
Brazil, conference, \$4,350;
China, research, \$2,834;
Indonesia, official business, \$6,390;
Japan, official business, \$4,948;
New Zealand, official business, \$688;
USA, conference, \$4,941

Prof D. Lambert (Prof.):
*China (2), research, \$3,517;
South Africa, research, \$2,697
**Institute of Zoology contributed \$1,672
towards trip*

A/Prof A. Leach (A/Prof.):
USA (2), research, \$5,122

Prof J. Lee (Prof.):
Hong Kong, official business, \$996;
Malaysia (3), official business, \$3,255;
USA, conference, \$3,447

Prof D. Low Choy (Prof.):
Brazil, research, \$4,195;
England, conference, \$7,306;
USA, conference, \$6,167

Prof H. McCallum (Head of School):
USA (3), conference, \$14,048

Prof G. McTainsh (Prof.):
USA, official business, \$2,727

Dr A. Nakamura (Res. Fell.):
China, research, \$8,676

Mr A. Olds (Res. Asst.):
USA, conference, \$1,830

Dr J. Panther (Postdoctoral Res. Fell.):
China, research, \$994

Dr K. Pitt (S. Lect.):
Germany, research, \$5,435;
Norway, research, \$7,439;
Spain, conference, \$1,110

A/Prof L. Shutter (A/Prof.):
Japan, official business, \$561;
USA, conference, \$1,780

A/Prof N. Sipe (Discipline Head):
USA (2), conference/official business, \$6,990

Dr T. Stevens (Lect.):
England, official business, \$3,475

A/Prof P. Teasdale (A/Prof.):
Canada, conference, \$6,087;
England, ASP, \$2,774

Dr J. Warnken (S. Lect.):
Germany (2), official business, \$2,347

Dr D. Welsh (S. Lect.):
France, official business, \$3,618;
Italy, research, \$2,439

Mr W. Wen (Lect.):
China, research, \$1,646

Dr E. Zhang (S. Res. Fell.):
China (3), official business/research, \$5,292

Prof H. Zhao (Prof.):
China (5), conference/research, \$13,437;
Malaysia (2), official business, \$8,358

Australian Rivers Institute

Prof A. Arthington (Prof. Emeritus):
USA (2), conference, \$10,957

Dr N. Bond (S. Res. Fell.):
USA, conference, \$1,423

Dr A. Brooks (S. Res. Fell.):
USA, official business, \$5,627

Prof S. Bunn (Dir.):
China (3), official business, \$34,350;
England, conference, \$11,836;
Germany, conference, \$16,273;
Japan, conference, \$1,095;
USA (2), conference, \$24,061

Dr D. Burfeind (Postdoctoral Res. Fell.):
England, official business, \$500

Prof P. Dale (Prof.):
USA, conference, \$2,879

Dr T. Davis (Res. Fell.):
Austria, official business, \$4,221

Dr V. Hermoso (Res. Fell.):
Spain, official business, \$3,825

Dr L. Huynen (Lect.):
New Zealand, research, \$792

Dr M. Kennard (Postdoctoral Res. Fell.):
England, conference, \$4,120;
USA (2), research, \$3,090

Dr J. Knight (Res. Fell.):
USA, conference, \$2,431

Dr S. Linke (Res. Fell.):
New Zealand (2), conference/official business,
\$1,093

Dr J. Meynecke (Res. Fell.):
Norway, conference, \$3,000

A/Prof F. Pantus (A/Prof.):
Canada, conference, \$4,682

A/Prof P. Pollard (S. Res. Fell.):
Italy, official business, \$4,524

Dr B. Pusey (S. Res. Fell.):
USA, official business, \$8,424

Dr S. Subramanian (Postdoctoral Res. Fell.):
India, ASP, \$1,380

Mr K. Woodward (Postdoctoral Res. Fell.):
USA, research, \$2,498

Atmospheric Environment Research Centre

Dr S. Bengtson Nash (S. Res. Fell.):
Italy, conference, \$5,828

Dr C. Strong (Postdoctoral Res. Fell.):
England, research, \$1,925

Centre for Coastal Management

Dr C. Black (GU Climate Change Resp. Fell.):
USA (2), conference/official business, \$4,837

Mr L. Hughes (S. Res. Asst.):
England, official business, \$1,146;
New Zealand, research, \$753

Dr R. Richards (Res. Fell.):
England, conference/official business, \$4,282

Dr M. Sano (Res. Fell.):
Germany, conference/official business, \$3,490;
Italy, conference, \$3,304;
New Zealand, conference, \$1,337

Dr K. Splinter (Res. Fell.):
USA, conference, \$3,965

Mr D. Strauss (Res. Mgr.):
USA, conference, \$3,098

Centre for Ecotourism Research

Prof R. Buckley (Dir.):
Botswana (2), research, \$9,528;
India, research, \$11,312

Dr C. Morrison (Res. Fell.):
Fiji, official business, \$930

Dr F. Pegas (Res. Fell.):
Brazil (2), conference/official business, \$3,057

Centre for Urban Research

Prof S. Baum (Res. Fell.):
China (3), research, \$8,011;
England (2), research, \$10,083;
Hong Kong, conference, \$1,544;
Singapore, research, \$1,189

Overseas travel *(continued)*

Dr M. Burke (S. Res. Fell.):
China, official business, \$1,368

Prof P. Burton (Dep. Dir.):
New Zealand, conference, \$1,016;
Spain, conference, \$1,209

Dr F. Crick (Res. Fell.):
France, conference, \$1,944

Dr T. Li (Res. Fell.):
China, research, \$8,015

Mr E. Schreurs (S. Res. Asst.):
Japan, conference, \$600

Dr S. Serrao-Neumann (Res. Fell.):
Brazil, official business, \$5,473

Dr W. Steele (Res. Fell.):
Germany, conference, \$2,691

Ms J. Wadsworth (S. Res. Officer):
USA, conference, \$4,368

A/Prof G. Woolcock (Res. Fell.):
Indonesia, conference, \$1,498;
Ireland, conference, \$3,571;
Japan, conference, \$2,050

Environmental Futures Centre

Dr J. Garden (Res. Fell.):
New Zealand, conference, \$738

Dr C. Liu (Res. Fell.):
China, research, \$1,008

Dr E. Narayan (Res. Fell.):
Fiji (2), research, \$4,868;
New Zealand, research, \$2,359

A/Prof K. Yin (A/Prof.):
China (4), research, \$6,816;
England, official business, \$5,734;
Italy, conference, \$5,162

Smart Water Research Facility

Dr C. Beal (Res. Fell.):
Jordan, conference, \$5,426

Dr F. Leusch (Program Leader):
France, official business, \$2,923;
USA, official business, \$750

Dr P. Schouten (Res. Fell.):
USA, conference, \$3,183

School of Biomolecular and Physical Sciences

Dr Y. Anissimov (S. Lect.):
China, conference, \$1,466

A/Prof P. Bates (Head, Griffith Aviation):
Canada, official business, \$22,684;
Thailand, official business, \$651;
United Arab Emirates, official business, \$807;
USA, conference, \$771

Prof D. Bernhardt (Prof.):
Austria, conference, \$4,538;
China, official business, \$2,039;
USA, conference, \$4,956

Dr T. Blumfield (Res. Fell.):
Belgium, conference, \$3,453;
New Zealand (2), conference, \$4,877;
Solomon Islands (3), research, \$7,854

A/Prof C. Brown (A/Prof.):
England, conference, \$3,485

Dr E. Cavalcanti (Res. Fell.):
Brazil, official business, \$2,098;
Sweden, conference, \$5,044

Dr S. Colin (Res. Fell.):
Japan, official business, \$3,113;
USA, official business, \$1,107

Prof J. Dobson (Prof.):
Japan, official business, \$3,624;
USA, conference, \$4,924

Prof E. Gray (Prof.):
England (2), research, \$11,710;
USA, conference, \$3,019

Prof G. Hope (Prof.):
South Africa, research, \$2,492;
USA, conference, \$6,233

Dr O. Jepps (Lect.):
Italy, official business, \$2,734

A/Prof P. Johnston (A/Prof.):
Canada, conference, \$3,804

Dr D. Kennedy (S. Lect.):
China, conference, \$2,136

Prof D. Kielpinski (Prof.):
USA, official business, \$3,532

A/Prof I. Litvinyuk (A/Prof.):
Japan, conference, \$3,146

Prof A. Mackay-Sim (Prof.):
India, conference, \$2,236;
New Zealand, conference, \$1,295

A/Prof T. Mavin (A/Prof.):
New Zealand, conference, \$140
Spain, conference, \$5,331;

A/Prof G. Mellick (A/Prof.):
China, conference, \$2,201;
Taiwan, Province of China, conference, \$2,522;
USA, conference, \$2,820

Prof G. Pryde (Prof.):
England (2), research, \$8,284;
USA (3), conference, \$14,520

Dr J. Reid (Res. Fell.):
Austria, conference, \$2,497

A/Prof R. Sang (Dep. Head of School):
England, conference, \$10,503

Dr E. Streed (Lect.):
USA, conference, \$3,820

A/Prof J. Vaccaro (A/Prof.):
Italy, conference, \$2,560;
Switzerland, conference, \$3,541

Dr J. Webb (S. Lect.):
England, research, \$6,837;
Norway (2), research, \$11,008;
USA, conference, \$2,166

Prof H. Wiseman (Prof./Federation Fell):
Czech Republic, conference, \$4,024;
France, conference, \$3,769;
Singapore, conference, \$1,415;
Spain, conference, \$4,056;
USA, conference, \$5,487

Prof Z. Xu (Prof.):
China (7), official business, \$17,928

School of Information Communication and Technology

A/Prof P. Bernus (Head of School):
Greece, conference, \$2,406;
Italy, conference, \$4,576

Prof V. Estivill-Castro (Prof.):
Hong Kong, conference, \$741;
Spain (3), ASP/conference, \$9,470;
Turkey, conference, \$732

A/Prof M. Ford (A/Prof.):
Hong Kong, conference, \$1,978

Dr R. Gonzalez (S. Lect.):
New Zealand, conference, \$1,042

Dr R. Hexel (Dep. Head of School):
Austria, official business, \$2,963;
United Arab Emirates, official business, \$2,976

Dr J. Jo (S. Lect.):
Republic of Korea, official business, \$6,342;
Spain, official business, \$5,547

Dr A. Lewis (Adj. S. Lect.):
Ireland, conference, \$2,274

A/Prof A. Liew (A/Prof.):
China, official business, \$3,444;
Hong Kong, official business, \$4,753

Dr V. Muthukumarasamy (S. Lect.):
China, conference, \$1,275

Prof A. Sattar (Prof.):
China, research, \$1,986;
Malaysia, official business, \$5,403;
Spain, conference, \$7,813

Dr B. Stantic (S. Lect.):
Austria, official business, \$3,671

Dr D. Tuffley (Lect.):
China, conference, \$1,552

A/Prof K. Wang (A/Prof.):
Germany, conference, \$3,578;
Hong Kong, research, \$3,058

Dr L. Wen (Lect.):
China, conference, \$2,513;
Ireland, conference, \$2,474

Eskitis

Dr K. Andrews (Group Leader):
USA (2), conference, \$6,994

A/Prof V. Avery (Chief Investigator):
England, conference, \$11,743;
Spain, conference, \$5,310;
Switzerland, conference, \$9,158;
USA, conference, \$7,850

Dr D. Camp (Lab. Mgr. & Principal Instr. Officer):
Germany, official business, \$4,603;
Malaysia, official business, \$3,543;
USA, official business, \$4,788

Dr M. Campitelli (S. Res. Fell.):
USA, conference, \$1,234

Dr R. Davis (Group Leader):
Republic of Korea, conference, \$1,722;
USA, official business, \$7,314

Ms S. Duffy (S. Res. Asst.):
Spain, conference, \$5,395

Dr J. Ekberg (Res. Fell.):
New Zealand (2), conference, \$1,299

Dr Y. Feng (S. Res. Fell.):
China, research, \$2,368

Dr T. Grkovic (Res. Fell.):
USA, conference, \$1,234

A/Prof A. Hofmann (Chief Investigator):
New Zealand, conference, \$1,712

A/Prof S. Poulsen (Chief Investigator):
New Zealand, conference, \$1,750

Prof R. Quinn (Dir.):
Japan, conference, \$7,630;
Mexico, conference, \$11,998;
Sweden, conference, \$12,238;
USA (2), conference, \$32,692

Ms M. Simpson (Mgr.):
USA, research, \$5,794

Dr J. St John (Group Leader):
Czech Republic, conference, \$990;
New Zealand (2), conference, \$2,711

Mr R. Toms (Res. Fell.):
USA, official business, \$5,239

Dr C. Wang (Res. Fell.):
Malaysia, conference, \$810

Dr S. Wood (Group Leader):
Germany, conference, \$3,508;
New Zealand, conference, \$1,397

Dr D. Zencak (Res. Fell.):
USA, conference, \$3,272

Institute for Glycomics

A/Prof H. Blanchard (Res. Leader):
England, official business, \$2,244

Dr C. Davis (General and Business Mgr.):
China, official business, \$3,163

Dr C. Day (Res. Fell.):
Canada, conference, \$3,888

Prof M. Good (Australia Fell.):
Italy, research, \$9,739;
USA, research, \$10,360

Prof M. Jennings (Dep. Dir.):
Cuba, conference, \$7,519;
Germany, conference, \$6,736;
Hungary, conference, \$5,371;
USA (5), conference/research, \$31,585

Prof S. Mahalingam (Prof. of Virology):
Hong Kong, conference, \$4,455;
India, research, \$678;
Spain, conference, \$4,639

Dr S. Rudrawar (Res. Assoc.):
Italy, conference, \$2,982

Dr J. Wilson (Res. Leader):
Scotland, research, \$3,772

Institute for Integrated and Intelligent Systems

A/Prof T. Rout (Adj. Res. Fell.):
France, conference, \$2,967;
India, official business, \$1,764

A/Prof K. Su (ARC Future Fell.):
China (2), official business, \$5,292;
Hong Kong (3), conference/research, \$10,754

Dr J. Wang (S. Lect.):
Sweden, conference, \$2,797

National Climate Change Adaptation Research Facility

Ms S. Boulter (Executive Officer):
England, conference, \$1,925

Prof J. Palutikof (Dir.):
USA, official business, \$5,048

Animal Facilities

Mr H. McMath (Mgr.):
USA, official business, \$4,458

Administrative and Academic Support Elements

Office of the Vice Chancellor

Mr M. Boath (Dir. - Protocol and Events):
Hong Kong, Canada, official business, \$10,567;
Hong Kong, official business, \$2,066

Ms L. Forde (Chancellor):
Hong Kong, Canada, official business, \$26,283;
Hong Kong, China, conference, \$7,144

Prof I. O'Connor (Vice Chancellor):
China, Hong Kong, USA, Canada, official business, \$28,269;
England, France, Denmark, Norway, official business, \$17,603;
USA (2), official business, \$35,853

Deputy Vice Chancellor and Provost

Development and Alumni

Ms P. McGarr (Dir.):
Hong Kong, USA, Canada, England, official business, \$32,109

Ms R. Tucker (Development and Alumni Mgr.):
Hong Kong, USA, Canada, official business, \$9,963

External Relations

Mr C. Stacey (Photographer):
USA, official business, \$1,011

Indigenous Policy and Community Engagement

Prof B. Robertson (Dir.):
New Zealand, official business, \$583;
Peru, official business, \$1,850

Ms V. Speechley-Golden (Admin. Officer):
New Zealand, official business, \$3,056;
Peru, conference, \$8,337

Overseas travel *(continued)*

Gumurrii Centre

Ms B. Dillon (Head of Gumurrii SSU):
Canada, official business, \$2,766

Multi-Faith Centre

Mr B. Adams (Dir.):
USA, conference, \$3,759

Deputy Vice Chancellor (Academic)

Prof S. Spence (Dep. Vice Chancellor (Academic)):
England, conference, \$11,484

Griffith Institute for Higher Education

Ms M. Buckridge (Lect.):
England, official business, \$2,184

Prof K. Krause (Dir.):
South Africa, conference, \$4,143

A/Prof D. Nulty (A/Prof.):
England, official business, \$2,798

Ms C. Patrick (Coordinator/Lect.):
USA (2), conference, \$7,629

Deputy Vice Chancellor (Research) & Provost Gold Coast

Prof N. Pankhurst (Dep. Vice Chancellor
(Research) & Provost Gold Coast):
China, official business, \$6,110

Griffith Graduate Research School

Prof P. Singh (Dean):
New Zealand, conference, \$1,301

Griffith Enterprise

Mr N. Mathiou (Dir.):
New Zealand, conference, \$383;
USA, official business, \$15,428

Dr S. Newman (Business Development Mgr.):
USA, official business, \$6,615

Dr B. Simpson (Business Development Mgr.):
Malaysia, official business, \$2,001

Dr J. Tampe (Dep. Dir.):
France, official business, \$4,658;
New Zealand, conference, \$383

Office for Research

Dr P. Ellery (Res. Development Officer):
India, official business, \$1,814

Dr F. Mearns (Policy Officer):
China, conference, \$1,631

Ms J. Newman (Ethics Systems & Support
Officer):
New Zealand, official business, \$1,782

Mr T. Sheil (Dep. Dir.):
China, conference, \$1,732

Pro Vice Chancellor (Information Services)

Ms L. O'Brien (Pro Vice Chancellor):
Italy, research, \$10,498

Information and Communication Technology Executive

Mr B. Callow (Dir.):
New Zealand, conference, \$1,582;
USA, official business, \$11,975

Information and Communication Technology Services

Mr S. Bishop (A/Dir.):
USA, conference, \$3,168

Mr A. Lau (S. Developer):
USA, conference, \$3,567

Mr T. Neaton (S. Architect):
USA (2), conference, \$6,563

Mr S. Okolicsanyi (Project Mgr.):
USA, conference, \$5,832

Mr R. Oliphant (Mgr.):
USA, conference, \$3,559

Mr N. Sharma (Mgr.):
Canada, official business, \$5,256

Mr J. Suthers (Solutions Architect):
USA, conference, \$5,724

Learning and Teaching

Mr K. Ashford-Rowe (Dir.):
New Zealand, conference, \$456

Scholarly Information and Research

Mr M. Wolski (A/Dir.):
Poland, conference, \$4,249

Pro Vice Chancellor (International)

Mr C. Madden (Pro Vice Chancellor):
Canada (2), official business, \$33,654;
China, official business, \$9,662;
France, conference, \$16,303;
Republic of Korea, official business, \$6,037;
Taiwan, Province of China, conference, \$11,837;
United Arab Emirates, official business, \$10,497

Griffith International

Ms N. Brigg (Dir.):
China, official business, \$4,650;
Republic of Korea (2), official business, \$7,265

Mr M. Holder (Mgr.):
USA, conference, \$4,421

Ms W. Levkovich (Mgr.):
Taiwan, Province of China, official business,
\$2,552

Ms B. Long (Mgr.):
Netherlands, official business, \$3,989;
New Zealand, official business, \$1,018

Ms L. Mack (AusAid Liaison Officer):
Fiji, official business, \$2,424;
Indonesia, official business, \$3,891;
Vanuatu, official business, \$823

Mrs A. McCarthy (S. Mgr.):
United Arab Emirates, official business, \$1,882

Ms Y. Miyazawa (Admissions Officer):
Denmark, official business, \$7,346

Ms H. Piper (Dep. Dir.):
Canada, conference, \$7,179;
Denmark, conference, \$6,876;
Malaysia conference, \$2,137;
USA, conference, \$4,483

Ms K. Richardson (Admissions Officer):
Thailand, conference, \$2,967

Mr G. Xhiha (Admissions Officer):
Papua New Guinea, official business, \$2,748

Griffith English Language Institute

Ms P. Humphreys (IELTS Mgr.):
Indonesia, official business, \$961

Ms R. Keogh (Aviation and APP Co-ordinator):
China, official business, \$4,561;
Republic of Korea (2), official business, \$9,919

Ms H. Tsuchiya (Student Centre Mgr.):
Japan, official business, \$2,841

International Marketing and Business Development Unit

Ms C. Baker (Regional Dir.):
Canada, conference, \$1,696

Ms A. Banning (International Project Officer):
Bangladesh (2), official business, \$7,957;
Fiji, official business, \$4,614;
Philippines (2), conference/official business,
\$12,301;
Vietnam, official business, \$2,996

Mr A. Bradley (Regional Mgr.):
Canada (3), conference, \$32,761;
Kenya, conference, \$15,831;
Russian Federation, official business, \$3,885;
South Africa, official business, \$17,608;
USA, official business, \$4,495

Ms L. Chappell (Regional Dir.):
India, official business, \$12,045;
Indonesia (2), official business, \$18,029;
Singapore, official business, \$6,509

Mr R. Erwin (International Project Officer):
Indonesia, official business, \$6,179

Ms C. Graham (Exchange Coordinator):
Canada, conference, \$9,543;
Denmark, conference, \$7,664

Ms S. Guinea (Mgr.):
Taiwan, Province of China, conference, \$4,900

Ms A. Hammond (Dir.):
Canada, conference, \$24,885;
India (2), official business, \$36,267;
Vietnam (2), official business, \$21,853

Ms G. Hartney (Regional Mgr.):
Brazil, official business, \$20,837;
Canada, official business, \$24,817;
Chile (2), official business, \$34,464;
Mexico, official business, \$10,121

Ms T. Huynh (Incoming Exchange Officer):
Taiwan, Province of China, official business,
\$4,092

Mr J. Johnston (Marketing Mgr.):
Indonesia, official business, \$4,292;
Republic of Korea (2), official business, \$20,102

Ms J. Lambert (Study Abroad Coordinator):
Canada, conference, \$7,371;
Germany, official business, \$9,024;
Taiwan, official business, \$3,754

Mr R. Mankad (Regional Dir.):
Bhutan, official business, \$3,832;
Canada, conference, \$13,830,
Denmark, official business, \$754;
India (22), official business, \$59,162;
Middle East, official business, \$2,080;
Morocco, official business, \$5,987;
Turkey (7), official business, \$30,183;
United Arab Emirates, official business, \$1,235

Ms S. Pinalli (Coordinator):
Singapore (4), official business, \$12,506

Ms K. Rennick (Exchange Advisor):
Japan, conference, \$6,966;
USA, conference, \$6,860

Mr M. Taylor (Coordinator Promotions and
Marketing):
South Africa, conference, \$10,519

Ms C. Toh (Marketing Asst.):
Canada, conference, \$4,178;
China (3), official business, \$9,080

Mr T. Toh (Regional Dir.):
Canada, conference, \$22,055;
China (7), official business, \$80,411;
Japan, official business, \$7,178;
Taiwan, Province of China, conference, \$24,947

Ms M. Walker (Marketing Mgr.):
Vietnam (4), official business, \$38,692

Pro Vice Chancellor (Administration)

Mr C. McAndrew (Pro Vice Chancellor):
New Zealand, official business, \$2,526

Academic Administration

Ms P. Bradshaw (Co-ordinator, Admin. & Events):
Singapore, official business, \$1,396

Mrs L. Brennan (DSO Deaf & Hearing Impair
Student):
South Africa, conference, \$5,182

Ms N. Graham (Mgr. International Career
Development):
China, official business, \$6,305

Ms K. Grgic (Academic Registrar):
New Zealand (2), official business, \$1,088

Ms A. McGrath (Graduations Mgr):
USA, official business, \$9,130

Ms C. McGrath (Dir.):
New Zealand (3), conference/official business,
\$2,673

Dr S. Muloin (Proj. Officer Adult Learner Soc. Inc):
New Zealand, conference, \$152

Ms C. Power (Graduations Officer):
Canada, official business, \$9,086

Ms G. Ratzke (Mgr.):
New Zealand, conference, \$1,210

Ms A. Scheuringer (S. Graduations Officer):
Canada, official business, \$536

Ms G. Stanley (Pacific Island Liaison Officer):
New Zealand, official business, \$1,311

Ms S. Wilkinson (Principal Advisor):
New Zealand, official business, \$1,221

Campus Life

Ms N. Collier Jackson (Dir.):
South Africa, official business, \$4,072

Mr J. Skinner (Security and Traffic Mgr):
New Zealand, official business, \$518

Griffith Honours College

Ms K. Holmes (Program Coordinator):
Cambodia, official business, \$1,161

Dr J. McConachie (Mgr.):
Nepal, official business, \$2,083

Human Resource Management

Mr S. Barnes (Indigenous Employment Project
Officer):
New Zealand, conference, \$1,375

Ms H. Cameron (Principal Advisor):
England, official business, \$11,612;
New Zealand, conference, \$1,800

Mr K. Greedy (A/Dir.):
New Zealand, official business, \$1,104

Mr S. Pitman (Mgr.):
New Zealand, official business, \$421;
Singapore, conference, \$1,640

Ms J. Walker (Dir.):
New Zealand (2), official business, \$2,208

Planning and Financial Services

Mr S. Carroll (A/Dir.):
New Zealand (2), official business, \$5,781

Ms K. Courtney (Mgr.):
Canada, conference, \$7,383

Mr S. Jones (Dep. Dir.):
Philippines, conference, \$3,598

Ms E. Liversidge (Mgr.):
Canada, conference, \$6,259

Mr C. McGregor (Mgr. Business Intelligence):
Philippines, conference, \$2,261

Mr R. Srinivasan (Dir.):
New Zealand, official business, \$1,912

Note. In relation to some overseas travel trips (study leave, research and conferences), where partial funding is provided, no records of personal expenditure incurred are maintained.

Appendix: Indicators and Targets

Explanatory note. In May 2010, Council approved a revised set of Strategic Plan KPIs including equity indicators in recognition of the Commonwealth Government's policies on social inclusion. The new indicators are also consistent with sector-wide definitions to enable national comparisons. Consequently, some historical data in the following tables has been recalculated and may not match that of previous annual reports.

Where mentioned —'Data not yet available' and 'Data is preliminary only'—this data will be available in the latter part of this year, and can be viewed via an updated online version of this appendix at griffith.edu.au/publication/annual

1.0 Research

1.1 External Research Income (\$)

Target: Increase external research income by 10% per annum.

Definition: External competitive research income (as reported in the annual Australian Government Higher Education Research Data Collection (HERDC) for the base year.

Year	2006	2007	2008+	2009	2010	*2011	2012	2013
Actual Result \$M	36.0	42.6	51.7	63.1	64.3	65.8		
Future Target \$M				56.9	62.6	68.8	75.7	83.3

+ Base year for target projection * Data is preliminary only at the time of publication

Comments: The University's external income for 2010 as reported via the HERDC was \$64.3 million. After considerable growth from 2006 to 2009, the University is showing a slower growth rate in 2010 while still exceeding Target. While the preliminary 2011 estimates are conservative they indicate an increase in growth from 2010 compared to the growth experienced between 2009 and 2010. Final result for 2011 will not be known until end of June 2012.

1.2 Publication Points

Target: Achieve an average growth in publication points of 5% per annum over the period 2009 to 2013.

Definition: Research output is calculated as 'Publication Points'. Publication points are reported in the annual Australian Government HERDC for the base year.

Year	2006	2007	2008+	2009	2010	*2011	2012	2013
Actual Result	1,218	1,322	1,369	1,495	1,737			
Future Target				1,410	1,496	1,600	1,683	1,796

+Base year for target projection * Data not yet available

Comments: In 2010 publication points, as reported via the HERDC increased by 16.1% compared to 2009 and is well ahead of target. Publication points have grown since 2006 while the University has also focused on publication quality which should place the University in good stead with ERA rankings. In 2010, Book numbers increased significantly (14%). Growth in Refereed Journal articles (26.3%) and Conference Papers (8.5%) was also reported for 2010, while Book chapters have shown a slight decline. The number of publications produced in 2010 has also increased from 2009, a trend that has been occurring since 2006 Data for 2011 will not be available until end of June 2012.

1.3 Quality Measure of Research Publications

Definition: The percentage of ERA-eligible Journal Outputs published in A* to A Listed Journals.

Comments: This indicator is based on the research journal rankings developed as part of the Excellence in Research for Australia (ERA) initiative. In 2011, the measure was reported at the Research Centre level. Due to a change in policy by the Australian Research Council, the measure has not yet been implemented at the University level.

1.4 Percentage (%) Research Active Staff

Target: 60% of the University's academic staff to be Research Active by 2013.

Definition: Percentage of full-time/fractional full-time Research Only and Teaching and Research academic staff who are Research Active. To be considered Research Active, a staff member must be employed on a Griffith work profile that includes research and produce a minimum of six research outputs (HERDC publications) for each rolling six-year period. Early career researchers must have at least one qualifying output per year since award of their PhD.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
Actual Result	46.8	50.7	52.6	59.5	63.6			
Future Target					51.2	52.2	56.5	60.0

* Data not yet available

Comments: In 2010, all academic Groups reported an improvement to the percentage of Research Active staff in comparison to 2009. In 2010, the University exceeded its 2013 Target of 60% Research Active partly enhanced by the inclusion of creative arts outputs since 2009. Data for 2011 is not yet available.

1.5 Higher Degree by Research (HDR) Commencements

Target: Increase HDR commencements by 5% per annum.

Definition: HDR commencements are taken from the annual Higher Education Student Data Collection.

Year	2006+	2007	2008	2009	2010	*2011	2012	2013
Actual Result	254	320	249	279	315	330		
Future Target		267	280	294	309	324	340	357

+Base year for target projection * Data is preliminary only at the time of publication

Comments: In 2010, the University achieved Target and a 13% growth from 2009 in a competitive market. Preliminary 2011 information also indicates achievement against Target vindicating the University's HDR recruitment strategy including the expansion of available scholarships and stipends.

1.6 Higher Degree by Research (HDR) Completions

Target: Increase HDR completions by 5% per annum.

Definition: HDR completions are taken from the annual Higher Education Student Data Collection.

Year	2006+	2007	2008	2009	2010	*2011	2012	2013
Actual Result	163	174	147	155	172	199		
Future Target		171	180	189	198	208	218	229

+ Base year for target projection* Data is preliminary only at the time of publication

Comments: The University reported good growth of 11% from 2009 to 2010, and 15.7% from 2010 to 2011. While preliminary, the 2011 data shows the University is closing the gap to reaching Target. The University is continuing to explore strategies to improve completion rates, taking account of the mix between full-time and part-time candidates, average time for completion and the level of HDR commencements in preceding years amongst other things.

Appendix: Indicators and Targets *(continued)*

2.0 Learning and Teaching

2.1 Bachelors Degree Retention

Target: Exceed national average for Retention by 2013.

Definition: The retention rate is the proportion of all non-international and international, non-graduating bachelors degree students enrolled at the census date in semester one of a year (the base year) who are enrolled in any Griffith program at that census date in semester one of the next year. Therefore 2010 results represent the 2009 non-graduate bachelor students returning in 2010. Programs are benchmarked by Fields of Education (FOE) nationally.

Year	2006	2007	2008	2009	2010	2011	2012	2013
% Retained Actual	78.8	79.8	78.7	80.8	80.9	78.5		
% Retained Target					80.5	81.1	82.0	83.2
% Retained National	80.1	80.8	80.7	81.0				

Comments: The retention rate for Griffith has been largely steady over the years with the 2010 result showing a small improvement over 2009. National Retention information for 2010 and 2011, currently unavailable, will better assist in understanding the University's performance in the Australian context on this indicator.

2.2 Course Experience Questionnaire (CEQ) – Overall Satisfaction

Target: Exceed national average for CEQ Overall Satisfaction Index by 2013.

Definition: The Overall Satisfaction Index (OSI) is based on a single question [griffith.edu.au/australian-graduate-survey-2010] and is determined by the percentage agreement of all non-international and international graduating bachelors degree respondents. The calculation is based on graduates' responses to a single question relating to Overall Satisfaction with their university experience. Percentage agreement is calculated as the ratio of the number of responses with an answer of 4 (agree) or 5 (strongly agree) on a scale of 1 to 5 about being satisfied with their experience, as a proportion of the total number of responses. Where respondents provide information for two majors, both responses are included.

The results in any given year pertain to student cohorts from the previous year. 2010 results are based on student graduates from 2009. The CEQ OSI is determined by the percentage agreement.

Year	2006	2007	2008	2009	2010	2011	2012	2013
% Satisfied Actual	67.0	62.9	60.1	62.0	80.0	82.6		
% Satisfied Target					63.0	80.7	81.4	82.0
% Satisfied National	69.7	70.7	69.7	69.3	81.1			

Comments: Griffith's Overall Satisfaction score has shown further improvement in 2011. 2011 performance is higher than the 2010 national average. These results are also supported by an increased response rate from the graduating cohort.

2.3 Course Experience Questionnaire (CEQ) – Good Teaching Scale

Target: Exceed national average for CEQ Good Teaching Scale by 2013.

Definition: Good Teaching Scale is based on six specific questions [griffith.edu.au/australian-graduate-survey-2010] and is determined by the percentage agreement of all non-international and international graduating bachelors degree respondents. It is calculated as the ratio of the number of students who responded with an average rating of 3.5 or above (on a scale of 1 to 5 for the six questions), as a proportion of the total number of students who responded to those items. Where respondents provide information for two majors, both responses are included. Responses with fewer than 4 completed items are excluded.

The results in any given year pertain to student cohorts from the previous year. 2010 results are based on student graduates from 2009.

Year	2006	2007	2008	2009	2010	2011	2012	2013
% Satisfied Actual	50.8	47.4	46.3	47.6	63.0	67.4		
% Satisfied Target					50.0	64.4	65.7	66.5
% Satisfied National	51.5	53.6	54.2	54.9	65.9			

Comments: 2011 results indicate further substantial improvement in performance over 2010. These results are also supported by an increased response rate from the graduating cohort.

2.4 Graduate Success

Target: Exceed national average for Graduate Success by 2013.

Definition: Graduate Success is the proportion of all non-international and international bachelor graduates who reported in the Graduate Destination Survey [griffith.edu.au/australian-graduate-survey-2010] that they were in full-time study or full-time work, as a proportion of all those who were in full-time study, full-time work or seeking full-time work.

The results in any given year pertain to student cohorts from the previous year. 2010 results are based on student graduates from 2009.

Year	2006	2007	2008	2009	2010	2011	2012	2013
% Success Actual	81.3	85.1	84.5	80.2	77.8	80.6		
% Success Target					81.7	82.7	84.3	86.2
% Success National	85.7	87.0	86.9	81.7	79.8			

Comments: Griffith's average result is showing a declining trend commensurate with trends in the national average which declined at a faster rate until 2009 thereby allowing Griffith to close the gap. While 2010 results indicated a dip in Graduate Success following the national trend, 2011 information has shown improved performance against both 2009 and 2010 results. 2011 national average data are not yet available.

2.5 Domestic Postgraduate Coursework Load

Target: Achieve a 40% increase in Domestic Postgraduate Coursework teaching load over the period 2009 to 2013.

Definition: Domestic Postgraduate Coursework load is taken from the annual Higher Education Student Data Collection and includes students who enrol as Full Fee-paying Postgraduate and Commonwealth Grant Scheme.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
Actual Result	1394	1479	1709	2050	2219	2144		
Future Target					2441	2703	2854	2938

* Data is preliminary only at the time of publication

Comments: Since 2006, domestic postgraduate coursework load has achieved strong growth, while preliminary 2011 information indicates a slight decline in a competitive and static market.

2.6 OP 1 to 8 Share of QTAC

Target: By 2013, Griffith to enrol 15% of all OP1-8 eligible students who apply through QTAC.

Definition: This indicator is measured as the percentage of commencing undergraduate students who apply through QTAC and enrol at Griffith in a year who enter with OP1-8 or equivalent as a percentage of the entire OP1-8 QTAC cohort who enrol at any Queensland institution.

Year	2006	2007	2008	2009	2010	2011	2012	2013
Actual Result	13.5	13.3	14.4	14.3	14.7	14.1		
Future Target					14.4	14.5	14.7	15.0

Comments: The percentage of commencing undergraduate students with an OP1-8 who apply through QTAC/UAC (University Admissions Centre, based in Queensland/New South Wales) and enrol in Griffith increased over the period 2006 to 2010 with 2011 results showing a decline.

Appendix: Indicators and Targets (continued)

3.0 Equity

3.1 Low Socioeconomic Status (SES) Participation

Target: Exceed national average for Low Socioeconomic Status Participation by 2013 and aim to reach the Government's target of 20% by 2020.

Definition: Socioeconomic status background: The SES of an applicant is measured by applying the Australian Bureau of Statistics SEIFA Index of Education and Occupation to the postcodes of applicants' permanent address.

The Participation rate is the percentage of all students who are from low SES backgrounds.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Participation Actual	14.9	14.5	14.4	13.8	13.9			
% Participation Target					14.2	14.7	15.3	16.0
% Participation Average	14.8	15.0	15.1	15.3				

* Data not yet available

Comments: Low SES participation declined in 2009 but has since shown a slight improvement in 2010.

3.2 Low Socioeconomic Status (SES) Retention

Target: Maintain performance for Low Socioeconomic Status Retention to be above national average and continue improvement.

Definition: Socioeconomic status background: The SES of an applicant is measured by applying the Australian Bureau of Statistics SEIFA Index of Education and Occupation to the postcodes of applicants' permanent address.

The Retention rate is the proportion of all non-graduating students enrolled in the base year who are also enrolled in any Griffith program in the next year. Therefore 2010 results represent the 2009 non-graduate bachelor students returning in 2010.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Retained Actual	77.6	77.0	77.8	79.7	78.0			
% Retained Target					80.1	80.7	81.6	82.9
% Retained National	78.1	78.1	77.3	78.1				

* Data not yet available

Comments: The retention rate remains around the latest available national average.

3.3 Low Socioeconomic Status (SES) Success

Target: Maintain performance for Low Socioeconomic Status Success to be above national average and continue improvement.

Definition: Socioeconomic status background: refer above

The Success rate is the EFTSL of units passed as a percentage of all EFTSL of units attempted. Attempted EFTSL comprises units passed, failed and withdrawn.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Success Actual	86.1	86.0	86.1	85.6	86.0			
% Success Target					87.4	87.4	87.5	87.7
% Success Average	86.0	85.5	85.7	85.3				

* Data not yet available

Comments: Performance on this indicator is at or above the national average.

3.4 Indigenous Participation

Target: Maintain performance in Indigenous Participation Rate to be above the national average and continue in a leadership position nationally.

Definition: Indigenous persons: Persons who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

The Participation rate is the percentage of all students who have identified as Indigenous.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Participation Actual	1.4	1.2	2.0	1.8	1.8			
% Participation Target					1.8	1.8	1.8	1.9
% Participation Average	1.3	1.3	1.3	1.4				

* Data not yet available

Comments: Griffith's strong performance on Indigenous participation has been maintained again in 2010. Since 2006, Griffith has performed well above the national average.

3.5 Indigenous Retention

Target: Maintain performance in Indigenous Retention Rate to be above national average and continue in a leadership position nationally.

Definition: Indigenous persons: Persons who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

The Retention rate is the proportion of all non-graduating students enrolled in the base year who are also enrolled in any Griffith program in the next year. Therefore 2010 results represent the 2009 non-graduate bachelor students returning in 2010.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Retained Actual	69.9	71.4	72.8	71.7	73.2			
% Retained Target					72.0	72.4	73.3	74.5
% Retained National	64.3	65.5	62.8	66.3				

* Data not yet available

Comments: The Indigenous Retention rate at Griffith has largely remained steady over the years and is well ahead of the national average.

3.6 Indigenous Success

Target: Maintain performance in Indigenous Success Rate to be above national average and continue in a leadership position nationally.

Definition: Indigenous persons: Persons who identify themselves as being of Aboriginal and/or Torres Strait Islander descent.

The Success rate is the EFTSL of units passed as a percentage of all EFTSL of units attempted. Attempted EFTSL comprises units passed, failed and withdrawn.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Success Actual	77.3	74.1	79.7	80.5	78.6			
% Success Target					79.0	79.3	80.2	81.1
% Success Average	68.6	69.3	70.1	69.6				

* Data not yet available

Comments: The Indigenous Success rate at Griffith has been well ahead of national success rate.

Appendix: Indicators and Targets (continued)

3.7 Percentage (%) of Female Staff Level D and E

Target: A third of all University academic Level D and E (combined) to be female by 2013 and Griffith to be among the national leaders.

Definition: The proportion of female FTE to male full-time/fractional full-time academic staff FTE level D and E as a percentage of total level D and E staff FTE.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Actual Result	28.8	28.6	28.8	30.4	32.5	32.3		
% Future Target					31.0	31.7	32.5	33.3
% National Average	22.8	23.5	24.6	25.5				

* Data is preliminary only at the time of publication

Comments: The proportion of female FTE to male FTE level D and E as a percentage of total level D and E staff FTE has been steadily improving over the years with marked improvement since 2009. Griffith is well above the national average on this indicator.

3.8 Percentage (%) of Non-Academic Female Staff Level 10 and above

Target: 50% of all the University's Senior Administrators (HEW Level 10 and above) will be female by 2013.

Definition: The proportion of female FTE to male full-time/fractional full-time non-academic staff FTE HEW Level 10 and above as a percentage of total HEW Level 10 and above non-academic staff FTE.

Year	2006	2007	2008	2009	2010	*2011	2012	2013
% Actual Result	40.9	40.7	47.0	43.4	45.4	42.6		
% Future Target					45.0	47.0	49.0	50.0
% National Average	41.3	42.9	44.9	45.4				

* Data is preliminary only at the time of publication

Comments: The proportion of female FTE to male FTE Level 10 and above as a percentage of total Level 10 and above staff FTE improved steadily from 2006 to 2008 but shows a declining trend since.

Glossary

AC Companion of the Order of Australia

ACCI Australian Chamber of Commerce and Industry

Adj Res Fell Adjunct Research Fellow

ALTC Australian Learning and Teaching Council

AM Member in the General Division of the Order of Australia

ANU Australian National University

AO Order of Australia

A/Prof Associate Professor

ARC Australian Research Council

ARWU Academic Ranking of World Universities

ASI Areas of Strategic Investment

BCS Business Classification Scheme

CARMS Corporate Archives and Records Management Services

CEQ Course Experience Questionnaire

CES Griffith's Careers and Employment Service

CMG Companion in the Order of St Michael and St George

Dep Deputy

DIISR Commonwealth Department of Innovation, Industry Science and Research

Dir Director

EDRMS Electronic and Document Records Management System

EFTSL Equivalent Full-Time Student Load

EOWA Equal Opportunity for Women in the Workplace Agency

ERA Excellence in Research for Australia

FEE-HELP Australian Government loan scheme for eligible domestic fee-paying students (undergraduate and postgraduate) to defer payment of their tuition fees

FOE Fields of Education

FTE Full-Time Equivalent

GCE Grand Challenges Explorations

GELES Griffith English Language Enhancement Strategy

GELI Griffith English Language Institute

GGRS Griffith Graduate Research School

GH1 Griffith's Centre for Medicine and Oral Health

GHP Bill and Melinda Gates Foundation Global Health Program

GIHE Griffith Institute for Higher Education

GMAA Graduate Management Association of Australia

Go8 Group of Eight – a coalition of leading Australian universities, intensive in research and comprehensive in general and professional education

Hanban Confucius Institute Headquarters – a public institution affiliated with the Chinese Ministry of Education

HDR Higher Degree by Research

HEPPP Higher Education Participation and Partnerships Program

HERDC Higher Education Research Data Collection

HEW Higher Education Worker

Hons Honours

ICEPP Office of Indigenous Community Engagement, Policy and Partnerships

IP Information Privacy Act

IPLA International Partnership for Expanding Waste Management Services to Local Authorities

IRN Griffith University's Indigenous Research Network

IRU Innovative Research Universities

IS Information Standard

KPI Key Performance Indicator

L&T Learning and Teaching

Lect Lecturer

MOU Memorandum of Understanding

NCCARF National Climate Change Adaptation Research Facility

NHMRC National Health and Medical Research Council

OAM Medal of the Order of Australia

OP Overall Position – a number (1 to 25) that indicates a Year 12 student's statewide rank-order position, based on overall achievement in Board subjects

OSI Overall Satisfaction Index

OUA Open Universities Australia

PG Postgraduate

PhD Doctorate of Philosophy

Prof Professor

QDAN Queensland Disposal Authority Number

QIBT Queensland Institute of Business and Technology

Q-PEN Queensland Promoting Excellence Network

QS World University Rankings Since 2004, Quacquarelli Symonds Limited has produced the leading and most trusted world university rankings for students and academics

QSA Queensland State Archives

QTAC Queensland Tertiary Admissions Centre

Res Asst Research Assistant

Res Fell Research Fellow

RRA Road Research Alliance

RTI Right to Information Act

SES Socio-Economic Status

SIDS Sudden Infant Death Syndrome

Slect Senior Lecturer

SME Small to Medium Enterprise

SSG Sir Samuel Griffith scholarship

SUDI Sudden Unexpected Death in Infancy

TRIM Total Records and Information Management

UAC University Admissions Centre (based in New South Wales)

UG Undergraduate

WIL Work-Integrated Learning

WP Widening Participation – Federal Government allocated funds for increasing the participation and success rates of students from key geographical regions and under-represented cohorts of students

Notes

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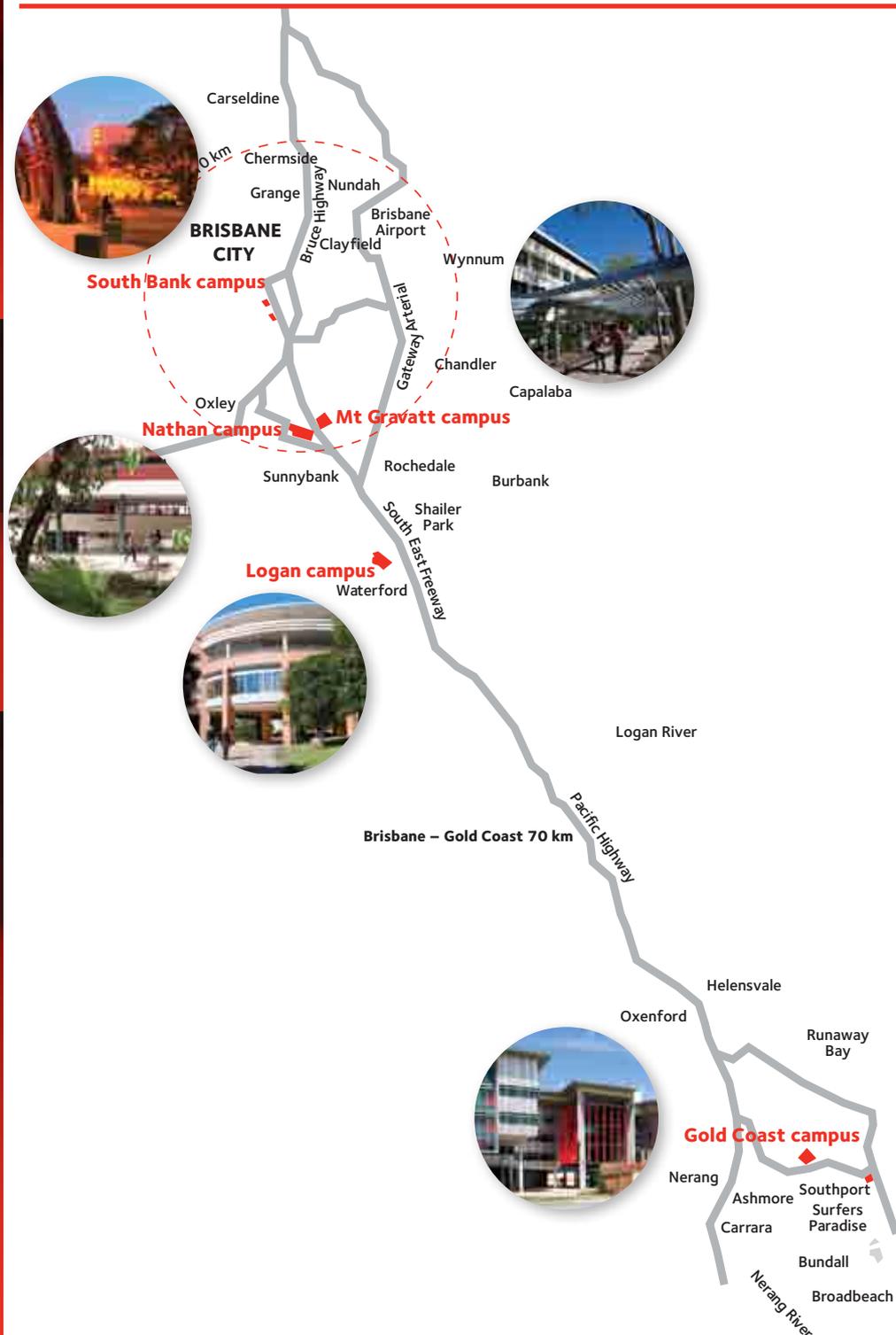
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Campus locations





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