



GRIFFITH UNIVERSITY

ANNUAL REPORT 1971

To His Excellency the Governor of Queensland,  
Air Marshall Sir Colin Hannah, KBE, CB.

May it please your Excellency,

I have the honour to present to you, on behalf of  
the Council of Griffith University, the annual report  
of the University for 1971.

T.C. Bray, CBE,  
Chairman of the Council

August 1972

## THE REPORT OF GRIFFITH UNIVERSITY FOR THE YEAR 1971

### 1. INTRODUCTION

1.1 Griffith University was created by the Assent to the Griffith University Act of 1971 on 30th September, 1971. Planning for and establishment of the University was conducted throughout 1971, by the Interim Council and from 30th September, by the First Council. This report covers the work of both these bodies in 1971.

### 2. EARLY PLANNING

2.1 Planning for the establishment of a second university institution in Brisbane, to have been part of the University of Queensland, began in 1963. In 1965, a 430-acre site was chosen near Mount Gravatt. The area containing the site and some adjacent residential development has since been named Nathan.

2.2 A site plan report on the possible development of the site was made in 1966 by James Birrell, under commission from the Queensland Co-ordinator-General of Public Works. At that time, the proposed institution was seen as an extension of the academic structure of the University of Queensland, relieving the pressure which was then developing in the humanities and social science areas. Funds were provided in the 1964-66, 1967-69 and 1970-72 triennia for planning and site development, and road and drainage works were begun in accordance with Birrell's recommendations.

### 3. THE INTERIM COUNCIL

3.1 In December 1970, the Queensland Government appointed an Interim Council to advise it on the establishment of a university, and set up a small secretariat to support the Council. ~~Membership of the Interim Council was:~~

Mr T.C. Bray, C.B.E. (Chairman)

Mr L.W.H. Butts, C.B.E. (Vice-Chairman)  
Solicitor

Mrs G.M. Budtz-Olsen, B.A., UED,  
Principal, Women's College, University of Queensland

Professor W.J. Campbell, M.A., Dip.Ed., Ph.D., Dip.A.I.E.,  
M.A.Ps.S.,  
Professor of Education, University of Queensland.

Mr N.M. Gow, B.App.Sc., A.R.A.C.I., F.A.I.M.,  
Company Director

Professor S. Lipton, M.Sc., F.B.C.S.,  
Professor of Statistics, University of Queensland.

Professor P. Mason, M.Sc., Ph.D., F.I.P.,  
Professor of Physics, Macquarie University

Sir Arthur Petfield, Kt., F.A.I.M., A.I.N.A.,  
Company Director

Professor C.F. Presley, B.A., B.Litt.,  
Professor of Philosophy, University of Queensland

Professor G.E. Roberts, B.Arch, M.C.D.(Liv.), F.R.A.I.A.,  
A.R.I.B.A., M.R.A.P.I., A.M.T.P.I.,  
Professor of Architecture, University of Queensland

Mr S. Schubert, B.E.(Hons.), Dip.H.E. & T.S., D.Q.I.T.(Bus.  
Admin.), F.I.E.(Aust.), M.A.S.C.E., F.A.I.M.,  
F.I.P.A.,  
Chief Engineer, Department of the Co-ordinator-General of  
Public Works

Mr J.A. Sewell, I.S.O., A.A.S.A., A.C.I.S., F.I.M.A.,  
Auditor-General for Queensland

Mr W. Wood, M.A., B.Ed., F.A.C.E., M.A.Ps.S.,  
Chairman, Board of Advanced Education, Queensland.

3.2 At the first meeting of the Interim Council in January 1971, the Minister for Education, Mr A.R. Fletcher, announced that the University would be named after Sir Samuel Griffith, a former Premier and Chief Justice of Queensland, and Chief Justice of Australia.

3.3 Planning then began on the basis that Griffith University would be autonomous and entirely separate from the University of Queensland. Sub-committees of the Interim Council were established, and these began the work of developing for the University an academic philosophy and an organizational structure, and planning for legislation and development of the site. Attention was also given to the University community of staff and students, and the provisions which should be made for them.

3.4 In association with the Government, it was decided that the development of Griffith University should proceed so that the first students could be taken at the commencement of the 1975 academic year. Commonwealth and State Governments co-operated in the provision of planning funds for 1971 and 1972, and much help was received, in particular, from the University of Queensland and the Department of the Co-ordinator-General of Public Works in supporting the work of the Interim Council.

#### 4. ACADEMIC POLICY

4.1 The University does not intend to organize its work of teaching, community services and research by way of departments which reflect different academic disciplines, but to develop, as its basic organizational unit, several broadly based Schools each of which will be defined by a

range of problems and by a particular academic theme.

4.2 The first four Schools to be established will be:-

4.2.1. School of Australian Environmental Studies

The proposed aim of the School of Australian Environmental Studies is to foster understanding of -

- (a) the nature of the Australian Environment;
- (b) the interrelationship of its parts;
- (c) the laws or processes by which the parts influence one another.

4.2.2 School of Humanities

The proposed aim of the School of Humanities is to explore the notion of human values, their development, and their communication.

4.2.3 School of Modern Asian Studies

The School of Modern Asian Studies will be concerned with the development of political, commercial, industrial and cultural contact with Asian societies.

4.2.4 School of Science

It is proposed that the School of Science will be initially centred on the theme of "Materials and Civilization".

Additional themes, such as "Sensory Perception" or "Communication" might be developed later. The School will develop a framework of physical science from which 20th century science and technology can be appreciated as a social activity of major importance.

4.3 The Council has noted the experience of other universities which have employed variants of the "school" pattern, and feels that the creation of the School as a basic organizational unit suits the needs of a modern university. As the University grows, and as academic and community needs alter, Schools may divide to produce new academic combinations, and new Schools may be created.

4.4 Schools will consist of professors and teachers of the various academic disciplines required to pursue the School objectives. When established, Schools will each be under the academic direction of the Chairman of the School. The School will be the basic organizational unit of the University; it is not proposed that independent, formal structural units, each based

on a particular academic discipline, be created. However, it is expected that short-term functional units such as teaching and research teams will be formed.

4.5 The University intends to give prime importance to its functions of teaching and the development of learning in relation to issues which are of direct importance to the future of the State and the nation. Its processes for the selection, evaluation and promotion of its staff will be designed so as to be sensitive to effectiveness in teaching.

4.6 The University will provide not only for special academic courses, but also for general educational development of students. Students will have the opportunity to obtain a general idea of the scope of knowledge, and to understand the place of their own studies within it. Particularly during the first year of a degree course, studies in the academic area chosen by a student will not be in isolated subjects, but will be integrated.

4.7 Degree courses will take account of the employment goals of students, and the reasonable requirements of professional registration bodies. Students will not be required to take, at the beginning of the first year, binding decisions about disciplinary interests and subjects to be studied. Nor will they be offered a wide choice of combinations of subjects. Detailed course planning will be delayed until students can appreciate the scope of their academic interests, and take advantage of advice.

4.8 To meet these aims, the following degree pattern is proposed:-

1st Year	LINK COURSE	FOUNDATION COURSE	SUPPORTING COURSE
2nd Year	INTEGRATING COURSE		
3rd Year	MAIN SUBJECT A	MAIN SUBJECT B	

The *Foundation Course* will be a half a year's coursework, a team-taught course of interdisciplinary nature, extending over two semesters. The objective of the course is to establish an intellectual framework within which the student will be able to integrate his later studies and to evaluate the relevance of his work to the major issues outside the University.

The *Link Course* will be one quarter of a year's coursework, complementing the Foundation Course by giving a different intellectual perspective and relating it to the work of other Schools.

The *Supporting Course* will be one quarter of a year's coursework, a technically intensive course, similar to a traditional subject.

The *Integrating Course* will be one quarter of a year's coursework, during the second and/or third year, designed to bring together the Main Subjects.

4.9 The University recognises the need for a variety of teaching and learning procedures, and will provide for a range of educational situations including conventional teaching, and informal small-group and individual learning. Students and staff will belong to stable academic groups.

4.10 Emphasis will be placed on providing support facilities for university teachers. The University will develop the capacity to assess its own teaching effectiveness. A Centre for the Advancement of Learning and Teaching will be included in the early stages of development of the University.

4.11 The University will provide for part-time students, but the distinctions between part-time and full-time study will be minimised. The Council believes that external studies should not be offered by the University during its early years, but should remain the responsibility of the University of Queensland where facilities for providing this service already exist.

4.12 The University expects to serve the community by the establishment of a range of specialist courses for people who have professional qualifications and experience but who are working in fields where the expertise of the Schools will be able to help them make their contribution with greater effectiveness.

## 5. ORGANIZATIONAL STRUCTURE

5.1 To provide for ease of consultation and speedy decision-making, as well as to encourage wide participation in university governance, the University has sought to create a relatively simple organizational structure.

5.2 It is believed that students and staff should belong to stable academic groups within a university capable of providing adequate formal and informal educational situations; the Council has therefore accepted that the planned size of the University be 6,000 to 8,000 students using the campus, in Schools each containing not more than 1,500 staff and students. By these means it is hoped to provide an organizational environment which will encourage the integration of staff and students. The adoption of the

School pattern is one device designed to achieve this aim.

5.3 Rate of growth of a university is believed to be another factor likely to affect organizational environment. Considering this factor, the likely availability of funds, and the potential demand for student places at Griffith University, the Council has adopted a maximum growth rate of about 500 students per year in the early years. The University is emphatic in its belief that the successful development of a university based on a relatively novel academic structure depends on the recruitment of suitable academic staff sympathetic to the aims and methods of the University at a rate which allows their satisfactory induction into the University.

5.4 The Schools will form the basic academic organizational units of the University. These, together with the central support divisions of the University, will constitute a relatively small number of organizational units in the University. The Council and the divisions of the University will have close access to one another, executively through the Vice-Chancellor and, on a policy level, through the committees of Council.

5.5 Among the committees of Council will be the Academic Committee, the major academic policy-making body of the University, on which will be representatives of the academic staff and student body of the University as well as representatives of the Council and the other major support groups.

5.6 Each School of the University will be headed by a Chairman who will be appointed by the Council for a specific term. In each School, the academic staff and a considerable number of representatives from administrative and technical staff, and postgraduate and undergraduate students will constitute a general administrative body known as the School Board. School policy will be determined by the School Standing Committee, a small body headed by the Chairman and consisting principally of members appointed from among the various groups in the School.

5.7 It is expected that the underlying principle of organization will be the delegation of as much authority and responsibility as possible to the Schools. For this reason, each School will contain a small administrative group assisting the Chairman.

#### LEGISLATION

6.1 Draft legislation for Griffith University presented to the Government contained provisions which took account of the University's academic and organizational plans.

6.2 An important feature of the Act is its provision for a relatively small council of the University which will have between 20 and 22 members including four elected representatives of the academic staff, three students and four members of the Convocation of the University. A principle of broad representation by staff and students established by the Act has been applied to other committee structures of the University.

6.3 With the passage of the University Act, the Interim Council became the First Council of Griffith University. The First Council will hold office until the University has commenced teaching.

6.4 The Act provides for the establishment and incorporation of a Student Representative Council, and for the establishment of a Board of Community Services. It is intended that the Board of Community Services be responsible for providing those facilities required for the support and service of community life within the University, which are not provided within the individual Schools of the University.

6.5 Statutes dealing with the conduct of the business of the University, with staffing, and with the responsibilities of senior staff members have been approved by the Governor-in-Council.

#### 7. APPOINTMENT OF STAFF

7.1 Following the establishment of the University, the Council was able to proceed with the election of the Vice-Chancellor. From a wide range of possible candidates of high standing, the Council was fortunate to secure the appointment of Professor F.J. Willett, D.S.C., M.A., M.B.A., F.A.I.M., formerly Pro Vice-Chancellor and Professor of Commerce and Business Administration of the University of Melbourne. The University was then able to proceed to the appointment of a Deputy Registrar and a University Site Planner, with administrative and planning staff sufficient to support the development of the University.

7.2 Advertisements were placed world-wide to invite applications for the positions of Librarian, and of Foundation Professors and Chairmen of the Four Schools of the University.

#### 8. PHYSICAL DEVELOPMENT

8.1 The University recognises its good fortune in having had made available to it so fine a site. It is resolved to ensure that full advantage is taken of the opportunity to create a worthy physical environment for the new University.

8.2 Prior to the appointment of the University Site Planner, the University retained a noted University Planner, Mr G.J. Harrison, to prepare a preliminary report on the development of the Nathan campus. Although no specific planning decisions were made in 1971, a number of possibilities emerged from preliminary analysis of the site.

- 8.2.1 The plan for the development of the site should provide a flexible framework for future growth. It should aim to allow individual buildings, or groups of buildings, to be completed at each stage of the development.
- 8.2.2 Preservation of as much as possible of the natural environmental quality of the site should be a principal aim of the development plan. In developed areas, landscaping should complement the existing character of the site.
- 8.2.3 Buildings should be designed in such a way, and be sufficiently closely related to each other, to create an appropriate physical atmosphere for the University. Medium-rise, walk-up accommodation would appear to be the most appropriate for both academic and residential accommodation.
- 8.2.4 Traffic access and the provision of adequate car parking are major factors to be considered at the planning stage. So too, is the desirability of locating the buildings so that the core of the campus is a pedestrian precinct from which vehicular traffic is excluded.

8.3 The University is conscious of the opportunity which the development of a new campus offers, to create a physical environment which reflects the academic and organizational philosophy of the University.

8.4 With finance provided during the 1973-75 triennium, the University will first undertake the construction of site works and services, and a number of basic services and maintenance-type buildings. It will then construct accommodation for temporary use by executive, administrative and academic staff during 1974, which will later be available for general University use.

8.5 A second stage of physical development will be the construction of a library, buildings to house the beginnings of the four Schools, a community services building, a lecture theatre, and some recreation facilities.

8.6 As a third stage, additional buildings will be erected to provide sufficient space to accommodate staff and students to the end of 1976.

9. CONCLUSION

9.1 In the period 1972 to 1974, the University faces a time of intense development as its basic ideas and plans are made into specific programmes of activity.

9.2 The major tasks are to appoint Foundation Professors and Chairmen, and other academic staff to enable them properly to plan the academic structure and the courses of the Schools; to establish a Library; to create administrative and support procedures and associated facilities; and to generate plans for the development of the site and to put these into effect. To establish an operating University, and to effect the innovations which the Council believes are vital to its success, the University must be able to recruit adequate staff and provide appropriate buildings and services ready for its commencement in 1975.

9.3 The University is confident of the validity of its academic plans and objectives and believes it will be able to make a distinctive contribution to higher education and to our society.

---

GENERAL INFORMATION

Executive Officers

Vice-Chancellor : Professor F.J. Willett  
Registrar (Acting) : Mr. J. Topley  
University Site Planner : Mr. R.K.H. Johnson  
University Librarian : Mr. S.B. Page  
Foundation Professor and  
Chairman (Elect),  
School of Humanities : Professor C.F. Presley

Address: Griffith University,  
37 Sherwood Road,  
Toowong,  
Queensland, 4066.

Phone: 71.4011

GRIFFITH UNIVERSITY  
Summary of Funds – 1971

	\$	\$
Receipts –		
General Fund	33,000	
Bequests, Donations or Special Grants	–	
Other Funds	<u>55,463</u>	
		88,463
Payments –		
General Fund	28,829	
Bequests, Donations or Special Grants	–	
Other Funds	<u>500</u>	
		29,329
Balances Held at 31st December, 1971 –		
General Fund	4,171	
Bequests, Donations or Special Grants	–	
Other Funds	<u>54,963</u>	
		<u>\$59,134</u>

Balances are held by the University of Queensland which performs the accounting and banking operations for Griffith University.

**GRIFFITH UNIVERSITY GENERAL FUND**

**Statement of Receipts and Payments**

**\*From Inception to 31st December, 1971**

Receipts	\$	Payments	\$
Recurrent Grants –		Salaries and Associated Costs	18,269
Queensland Government	21,000	Maintenance	2,454
Commonwealth Government	12,000	Equipment	1,675
		Travel and Subsistence	4,247
		Staff Recruitment	2,184
		Balance 31st December, 1971	<u>4,171</u>
	<u>\$33,000</u>		<u>\$33,000</u>

\* Griffith University was incorporated on 30th September, 1971. The Statement above includes transactions prior to that date incurred by the Griffith University Interim Council.

**GRIFFITH UNIVERSITY**

**Statement of Bequests, Donations, Special Grants and Other Funds**

**For the Year Ended 31st December, 1971**

Particulars	Receipts	Payments	Balance 31st December
	\$	\$	\$
Bequests, Donations or Special Grants	-	-	-
Other Funds –			
Buildings Capital Projects 1967-69 Triennium Account	<u>55,463</u>	<u>500</u>	<u>54,963</u>
	<u>\$55,463</u>	<u>\$500</u>	<u>\$54,963</u>

I certify, that to the best of my knowledge and belief, the foregoing statements of account are correct and accurately set out the financial operations for the periods stated and fund balances as at 31st December, 1971.

J. Topley  
Acting Registrar  
Griffith University

The books and accounts of Griffith University have been examined for the year ended 31st December, 1971. The foregoing statements of receipts and payments are in agreement therewith and in my opinion exhibit a true and fair view of the financial transactions of Griffith University for the periods stated above and fund balances held as at 31st December, 1971.

7th April, 1972

F.A. Warham  
Acting Auditor General