



## 2025-2026 Mission-Based Compact Between the Commonwealth of Australia and GRIFFITH UNIVERSITY

### Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements, which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission-Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

### Mission and Strategic Planning

The Griffith University mission is: *To create a brighter future for all through high-quality education and research which transforms lives and adds to knowledge, discovery and understanding.*

*Creating a Brighter Future for All: Strategic Plan 2025–2030* was launched in mid-2025 and is structured around four pillars: Purpose and Values, People, Partnership and Impact, and Place and Community. From 2025, we are committed to delivering:

#### **Pillar 1: Purpose and Values**

- Provide a nationally distinctive career offering based on purpose and improved career outcomes for graduates.
- Integrate our values-informed challenges into our educational priorities.
- Further enhance our accessibility by increasing the cohorts of students from under-represented groups.
- Use our values-informed challenges to assist in focusing our research efforts with demonstrated impact from our researchers in each challenge.

#### **Pillar 2: People**

- Grow our student body through diversification, access and retention—in particular, we will have: implemented our online strategy; seen students transition from enabling programs to degrees; improved our retention and completion rates for students.
- Provide more opportunities for staff to build fulfilling careers.
- Be a university of choice for Indigenous staff and students.
- Provide staff and students with the skills to embrace the opportunities of digital and technological change.

#### **Pillar 3: Partnership and Impact**

- Be recognised as one of Australia's most innovative and impactful research universities, in part through the establishment of a Research Impact Hub and an Entrepreneurship Centre.

- Strengthened our international networks.
- Launch the next phase of the philanthropic Campaign to Create a Brighter Future for All.
- Establish a new set of high-impact domestic and international partnerships that further Griffith's core purpose.

#### **Pillar 4: Place and Community**

- Demonstrate our value to South East Queensland including work towards the provision of 1.5 million community hours over the life of the strategy.
- Support the success of the Brisbane 2032 Olympic and Paralympic Games.
- Continue plans to open the CBD campus, new student accommodation and the Health and Advanced Technologies Research and Innovation Centre and undertaken other digital and physical projects to support the future of the University.

Progress will be measured through graduate employment rates, student retention and completion, research impact metrics, community engagement hours, and diversity and inclusion statistics.

Griffith also has clear strategies to ensure the security and safety of our research, cyber environment, and staff and students. We will:

- Continue to align our educational offerings with national workforce needs, focusing on health, education, technology, and emerging sectors. Every undergraduate degree includes compulsory work-integrated learning, and the university partners with industry to ensure graduates are career-ready.
- Maintain the trust of stakeholders by protecting [academic freedom and freedom of speech](#).
- Protect our Intellectual Property and critical and sensitive technologies.
- Maintain a strong cybersecurity posture, assuring our [secure global engagement](#), sanctions compliance, strengthened export controls with well-embedded compliance processes and an ongoing emphasis on awareness, education and training.
- Ensure that our campuses are [safe environments](#) for all staff and students where discrimination, harassment and bullying (including sexual harassment and assault) are not tolerated.

### **Strategies for Improving Equality of Opportunity in Higher Education**

Students from equity cohorts are central to Griffith's diversity and outreach programs. Success measures are described in our [Strategic Plan 2025-2030](#) and included in our Key Performance Indicators to University Council. Our *Education and Student Experience Plan 2026-2030* is under development and due to release in early 2026. Griffith's [Equity Diversity and Inclusion Policy](#) and Higher Education Continuity Grant (HECG) Equity Plan outline Griffith's commitments, governance and legislative responsibilities for equity, diversity, inclusion and belonging.

Griffith received HECG funding in 2024 and, consistent with current program settings, anticipates funding in 2025. The HECG Plan targets support for under-represented and disadvantaged groups through initiatives such as the [EmpowerED](#) University Preparation Program (fee-free uni-ready program), expanded outreach, increased financial and disability support, Indigenous student success, and enhanced employability for low SES students. Progress is tracked through rigorous evaluation to ensure measurable improvements in access, participation, retention and success for equity cohorts.

#### **Increase the retention and success of students with a disability**

Griffith continues to surpass national benchmarks for participation of students with a disability by:

- Implementing best practice transition and support, including tailored Learning and Teaching Plans and enhanced accessibility.
- Investing in specialist staffing and services to improve access, participation and retention.
- Strengthening supports under [Griffith's Disability Access and Inclusion Plan, 2024-2025](#), with further enhancements enabled by HECG.

#### **Increase Low SES student engagement, retention and success**

Griffith is committed to serving our communities with low SES populations, who face disproportionate cost of living challenges. Griffith will:

- Expand high school and community engagement and aspiration-building programs, including mature-age pathways (e.g. [Head Start Program](#) and [Student Academy of Excellence](#)) assisted by HECG funding.
- Continue outreach to low SES communities focused on mature student pathways.
- Deliver [EmpowerED](#), our enabling program which builds preparedness for university study, set up with HECG funding.
- Increase needs-based [financial support](#) to address cost of living pressures.

#### **Increase employability of underrepresented cohorts**

Griffith prioritises employment outcomes for underrepresented cohorts. Griffith will:

- Develop targeted career achiever/readiness programs for students from under-represented cohorts with assistance from HECG funding.
- Provide additional support for students experiencing placement poverty, including those ineligible for the Commonwealth Practicum Payment.
- Improve access to paid, course-relevant employment through partnerships and work-integrated learning.

#### **Improve Indigenous student retention and success**

Griffith ranks third nationally for Indigenous student participation and completions. [We are committed to building on this success](#) and will outline initiatives in our forthcoming Indigenous Flourishing Plan (2026-2030). Griffith will:

- Continue Indigenous outreach and delivery of the [Tutoring for Success Program](#), demonstrated to significantly improve Indigenous students' success.
- Create conditions for Indigenous Australians to thrive—academically, socially and culturally.

#### **Build the connectedness of our Logan campus**

The Logan region has lower educational attainment than the rest of South East Queensland. We are committed to working with the local community to change this. Griffith will:

- Partner with local schools to build academic preparedness, including HECG funded STEM outreach and enabling pathways.
- Provide alternative and enabling pathways at our Logan campus including [EmpowerED](#).
- Maintain a strong placed-based focus in our [Strategic Plan 2025-2030](#), with significant community outreach and deep partnership with schools to improve educational outcomes.

### Strategies for Improving Teaching and Learning

Griffith is committed to delivering high-quality, inclusive, and future-focused education. We are implementing targeted strategies to enhance teaching and learning, support at-risk students, and improve student outcomes. Success measures are described in our [Strategic Plan 2025-2030](#) and

### **Increase student retention and success**

Griffith's goal is to consistently exceed the national average for student retention and completion. Griffith has a comprehensive, internationally informed, whole of student experience approach to retention, which will continue. In particular, we will:

- Continue to offer targeted support such as [peer mentoring](#) and [academic skills workshops](#).
- Expand flexible course structures and online offerings to support students balancing study, work, and caring.
- Improve the experience of accessing our support services, by investing in new technologies and continuing to proactively identify students at risk.
- Prioritise and promote mental health, wellbeing and belonging.
- Enable students to take an active role in shaping their Griffith experience through student voice and partnership opportunities.
- Continue to deliver dedicated support for international students such as tailored orientation, academic support, and career services.
- Continue the High Impact Course project which targets 20 courses that 40% of Bachelor degree students will encounter during their degree, aiming to positively impact student retention.

### **Increase student employability**

Griffith's employability goal for 2026 is to exceed the national average for graduate employment, as measured by the Graduate Outcomes Survey. Griffith will:

- Implement a new Purpose-Driven, Career-Ready Program by embedding career planning from the first trimester.
- Implement the [Career Readiness Questionnaire](#) to ensure students receive the career readiness support relevant to where they are at.
- Embed a minimum of 10 credit points of work integrated learning (WIL) into the core components of all undergraduate programs to ensure students develop both disciplinary knowledge and employability skills.
- Increase access to WIL electives in postgraduate coursework programs, expanding students' engagement with industry contexts and professional learning.
- Through the [Career Hub](#), support students to find work relevant to their career goals, both during their studies and at graduation.
- Continue to grow student access to industry mentors through the [Griffith Industry Mentoring Program](#).
- Establish the Entrepreneurship Centre which will offer integrated programs for students to develop entrepreneurial skills, incubate ideas, and create ventures. Alumni and industry partners provide guidance and support for new business creation and social enterprise development.

### **Enhance teaching excellence**

Griffith aims to rank above the national average for *Teaching Quality and Engagement* as measured by QILT through the Student Experience Survey. Griffith will:

- Refresh our teaching and learning framework to ensure quality curriculum and teaching skills development for our teaching staff.
- Provide opportunities for innovative curriculum design and teaching practices (e.g. hybrid teaching, flexible online course delivery).
- Design authentic and robust assessment in the context of emerging artificial intelligence.
- Invest in digital transformation, including AI-enabled delivery models and authentic assessment (e.g., oral exams, virtual simulations), to enhance engagement and ensure

academic integrity.

## Strategies for Improving Research, Research Training, and Innovation

Griffith University is committed to advancing research excellence, impactful research training, and innovation that delivers real-world benefits. Our strategy is guided by Griffith's [Strategic Plan 2025–2030](#) and the Research Innovation Plan (2026-2030) that is currently under development and will be released in December 2025. The priorities focus on building research capacity, fostering innovation, and translating research into societal and economic impact, including:

### **Growing Research Impact and Scale**

Griffith aims to be recognised as one of Australia's most innovative and impactful research universities. We will achieve this by:

- Focusing research efforts on values-informed challenges: Indigenous flourishing, sustainability, health and wellbeing, inclusive societies, and technology that improves lives.
- Expanding strategic partnerships with industry, government, and global networks, including the Worldwide Universities Network and Asia-Pacific.

### **Research Training Excellence**

Griffith supports Higher Degree by Research (HDR) candidates and early-career researchers through:

- The Research Impact Hub, which provides training in commercialisation, policy influence, and community engagement - see below.
- Capacity-building initiatives, mentoring, and international exchange opportunities.
- Embedding interdisciplinary research and collaboration across faculties.

### **Research Impact**

As outlined in our Strategic Plan, we will establish the Research Impact Hub to draw together and build on initiatives that support academics and higher degree by research (HDR) candidates to develop their knowledge, expertise and intellectual property to translate their research into real-world impact. It will include capacity building in areas including understanding commercialisation, working with partners (including donors) and translating ideas in the public realm. In addition to commercialisation skills, it will build capability in areas such as influencing policy, partnering with not-for-profits and engaging community.

### **Research Commercialisation**

Griffith will strengthen commercialisation pathways by:

- Supporting academics and HDR candidates to translate research into real-world impact, including IP licensing, start-up creation, and participation in commercialisation funds.
- Investing in co-location opportunities and leveraging research facilities for industry collaboration.
- Building capability in understanding commercialisation and working with partners, donors, and the public sector.

### **Measurement and Outcomes**

Success will be measured by:

- Improve our ranking in the QS rankings.

- Growth in HERDC income.
- Increase in quality research publications.
- Increased number of HDR completions and improved graduate outcomes.
- Number and impact of commercialisation activities (e.g., patents, start-ups, industry-funded projects).
- Enhanced international research collaborations and partnerships.
- Demonstrable impact in priority areas, tracked through the Research Impact Hub.

## Strategies for Engaging with Industry

**Griffith University's strategy** for engaging with industry is anchored in our mission. Industry engagement is critical to delivering impact—whether through internships, research partnerships, co-developed education offerings or co-created solutions that address societal challenges. Our Engagement Strategy provides refreshed strategic imperatives and actions that emphasise tailored partnership development and integrates research, innovation, and education outcomes.

### **Work-Integrated Learning and Career Readiness**

As detailed above, every undergraduate degree at Griffith will include a compulsory work-integrated course, ensuring students gain real-world experience and industry-relevant skills.

### **Strategic Partnerships for Research Impact**

Griffith is committed to growing research impact through strategic partnerships with industry, government, and community. Recent collaborations include the Translational Science Hub with Sanofi, the University of Queensland, and the Queensland Government, and a major educational partnership with Commonwealth Bank of Australia. The Research Impact Hub described above will build on this success.

### **Co-creation of Curriculum and Skills Development**

Griffith works closely with industry to co-create curricula that uplift workforce capabilities and respond to emerging needs, including digital transformation and AI. Industry partners contribute to program development through advisory boards and collaborative projects, ensuring graduates are equipped for future workforce demands.

### **Placed-based collaboration with communities in which our campuses are based**

By providing physical spaces, co-investment, participatory programs, trusted advice and thought leadership the University creates an ecosystem conducive to entrepreneurial activities. Griffith will:

- Expand learning and/or research partnerships in collaboration with the Gold Coast Health and Knowledge Precinct.
- Host the Logan Educational Accelerator Precinct (LEAP), which will include a national leading early childhood centre, community engagement facilities, and the 21st Century Skills Academy, supporting secondary school students for post-school study and work.
- Establish a new Entrepreneurship Centre to provide integrated opportunities for students to develop entrepreneurial skills, incubate ideas, and create ventures. This centre will leverage the expertise of Griffith alumni and industry partners to support new business creation and social enterprise development.
- Honour the Griffith Community Hours Pledge. From 2025 we will provide 1.5 million hours of free or low-cost services, including health clinics, legal and tax advice, and environmental projects, benefiting both students and the broader community.



**International and Domestic Networks**

Griffith will strengthen international networks, particularly in the Asia-Pacific region, and expand domestic partnerships to amplify impact. Engagements through the Worldwide Universities Network and targeted offshore partnering will foster global knowledge exchange and industry collaboration.

**Continuous skill development for industry and alumni**

Acknowledging the evolving nature of industries, Griffith offers ongoing professional development opportunities. Griffith will offer targeted, [tailored short courses](#), workshops, and [executive education programs](#) that are designed to address emerging industry trends and provide opportunities for upskilling and reskilling the workforce. This includes a free annual leadership development program created exclusively for Griffith alumni called [Lead with Impact](#).

Progress will be measured through increased student employability, growth in industry research and education income, expanded work-integrated learning opportunities, and demonstrable impact in priority areas such as sustainability, health, and Indigenous flourishing.

SIGNED for and on behalf of  
THE COMMONWEALTH OF AUSTRALIA

By

**Jessica Mohr**

Full name (please print)

**First Assistant Secretary**

Position

of the Department of Education

Signature

01/12/2025

Date

SIGNED for and on behalf of  
Griffith University

by

**Carolyn Maree Evans**

Full name (please print)

**Vice Chancellor & President**

Position

Signature

In the presence of:

**Rachel Searl**

Witness (please print)

**Executive Officer**

Position or profession of witness (please print)

Signature

In the presence of:

**Bianca Lunt**

Witness (please print)

**Administrative Support Officer**

Position or profession of witness (please print)

Signature