Engagement Plan
2015–2018
Engaging our partners to be a University of Influence
Engagement – a new integrated approach

This plan outlines a new and exciting set of ideas for the University to further engage with its external partners. The plan helps us to improve the performance, and enhance the reputation, of our research and teaching and learning activities. It will help us to realise our vision of becoming a University of Influence.

It outlines initiatives that build on our current strengths, and encourages all disciplines and organisational units to collaborate to achieve our shared goals. The plan is linked to the overarching goals of the Strategic Plan 2013-2017, and integrates existing and new activities which promote what Griffith values: our interdisciplinary approach to scholarship, our commitment to diversity and accessibility, and our strong engagement with the Asia-Pacific.

Engagement - a scholarly activity

The work that universities undertake continuously evolves. Scholarly engagement and collaboration is increasingly important as third stream funding becomes more important and fee competition increases.

Engagement underpins strong outcomes in research and teaching and learning, but has also become a third pillar of university work in its own right.

Through our engagement, Griffith can promote not only what we are good at, but also what we are good for. Engagement is at the heart of the value proposition of Griffith and its programs and what sets us apart. We seek to give opportunity to people to make a difference in the world by demonstrating how \textit{when you know more you can do more}. Knowing more comes from exposure to our outstanding research and teaching and learning programs. Doing more, and making a difference, comes from how Griffith engages in our research and learning with the external world.

Specific forms of engagement are driven by acclaimed literary and current affairs journal Griffith REVIEW and our extensive cultural performance programs on the South Bank campus. The Logan campus is a focus for the University’s community engagement strategies. At the Gold Coast we engage with various government, industry, health authority and other partners through the Health and Knowledge Precinct. And the Centre for Interfaith and Cultural Dialogue drives new conversations within and between different faith groups nationally and internationally.
The diversity of engagement at Griffith

The four Academic Groups practice engagement across our campuses in many different ways. They add up to a depth and scale of influence that sets us apart. In Arts Education Law (AEL) our engagement with local, national and global arts and cultural partners is befitting of a premier Conservatorium, College of Art and Film School. Our work in criminology and integrity is befitting of world class legal study focused on contemporary legal issues and a deep partnership with global leaders of practice.

In Business, our leadership of new thinking in sustainable business practices and emerging fields of tourism and entrepreneurship is based on partnerships and engagement with both the corporate and organisational business worlds. And our reputation as a leader in public policy and international relations is based on engagements with State and Federal Government at home, and international partnerships strongly focused on the Asia-Pacific.

In Sciences, we have programs in water and environmental sciences and planning that engage with partners from research, government and business at home and overseas. These illustrate our influence to policy making and practices at the heart of grand global challenges such as climate change, population growth and urban development.

We also engage in areas of ICT and engineering critical to Australia’s future economy – new business development in micro-fabrication, renewable energy and new system and device developments. We engage with employers through an Industry Affiliates program, extending to 1200 placements, and lead the nation in building the Science Technology Engineering and Mathematics (STEM) workforce of the future through engagement with schools.

And in Health, our engagement with the pharmaceutical and medical fields via drug discovery programs, extensive clinical placements and service, and work in ageing and medical practice allows the University to influence health policy and anticipate future health challenges.
What are we good at?

We measure what we are good at as a university by how we compare to others in our research and teaching and learning. Griffith consistently features in the top 400 as one of only two in South East Queensland in the Academic Ranking of World Universities (ARWU). We now feature in the ARWU’s top 200 for social sciences and humanities, and for business and economics. We will continue to enhance what we are good at in research, partly through improving engagement with partners. Griffith will continue to be a place where you can know more.

Students consistently choose us as one of the three most popular Queensland universities. They do so because our comprehensive programs, attractive campuses and great student experiences lead to jobs. We will enhance the student experience for current and future students through improved engagement with schools and other pathways, and with employers of graduates.

We will improve our reputation by growing our engagement with schools, industry, partners, government, and communities, and with our alumni and supporters of the University. Through this plan we will enhance the opportunities for all at Griffith University to do more.

What are we good for?

A stronger focus on engagement will allow us to build from what we are good at, into what we can be good for. Being good for things will allow us to demonstrate how when you know more you can do more.

Our context is richer and more diverse than most universities by virtue of our five campuses. This network provides both advantage and opportunity. Our scope to influence the cultural, government, business and professional communities of Brisbane through our footprint on South Bank is a gift. Our setting in Nathan and Mount Gravatt offer opportunity to address educational, legal, environmental, health and social sustainability matters. Our work in human services and health professions enable us to influence communities from the Logan campus as an exemplar of community engagement. And the emerging Gold Coast Health and Knowledge Precinct, with a focus on sport and related business, engineering and professional activities offer engagement opportunities befitting the fastest growing university precinct in Australia.
How can we build our engagement further?

We already undertake extensive engagement activities across the University. The opportunity in the next stage of our development is to translate these efforts into a more comprehensive and coordinated engagement plan. The plan needs to connect all parts of the University, to focus on the needs of external customers, and to help build our reputation, raise funds and recruit students.

This strategy and plan outline a life cycle approach to engagement across five dimensions. These are:

1. Industry engagement
2. Community engagement
3. Schools and pathways engagement
4. Alumni engagement
5. Donor engagement

This life cycle approach will facilitate new, coordinated engagement activities across the University, new systems and facilities to underpin a more effective and strategic way of working, and new mechanisms and policies to support culture and capability building. It will allow us to do more as a University of Influence.
INDUSTRY AFFILIATES

The Industry Affiliates Program (IAP) has allowed more than 1,200 final-year students to complete an industry placement and project as part of their studies.
**3D PRINTING**
Griffith University 3D printing research and teaching is providing new artistic and commercial opportunities for designers, manufacturers and creatives.

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**New Industry Activities**

1. Provide graduates to meet partner workforce needs from industry-linked courses.
2. Extend to executive and corporate education and employee skill development.
3. Use expertise and partner trust to build consultancy and contract research and large collaborative projects.
4. Align trusted, value-adding investments with Griffith Enterprise activities and ASI co-investments.
5. Establish funded Chairs as boundary-spanning connections between partners and the University as a whole.

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**INDUSTRY ENGAGEMENT**

**STEPS TO GROW**
HEALTH OUTREACH
Griffith Health clinics and students delivered 40,000 occasions of service in 2013 across dentistry, physiotherapy, dietetics and other areas.
New Community Activities

- Establish Leaders Forum of partners of influence around our campuses
- Target an increase in external income
- Grow activities in executive education and contract research and incorporate into campus engagement plans

ENGAGING THROUGH THE ARTS

In 2013, the Queensland Conservatorium staged 250 events, attracting 41,000 patrons.

Steps to Grow

1. Initiate projects with community partners
2. Offer programs and activities serving community needs
3. Establish open partnership from campuses with community organisations
4. Align investment of our capacity with community partners
5. Establish centre spanning groups of community partners and whole of Griffith University

COMMUNITY ENGAGEMENT
GRANT ADMINISTRATION
Griffith has a strategic approach to managing its grants portfolio to ensure best practice in Research Integrity and Compliance.

SMART TEACHING
Griffith leads a consortium of institutions to establish the Queensland STEM Education Network following $2.9 million in Federal Government funding. The collaboration will revolutionise the teaching of science in Queensland schools.

VISITOR CENTRES
New Visitor Centres at the Nathan and Gold Coast campuses use interactive content and technology to engage with schools and the wider community.

Schools engagement
New Schools and Pathways Activities

Development and implementation of content marketing strategy to engage prospective students

Development of student recruitment approach to focus on conversion to enrolments, leveraging the wider CRM strategy roll out

Development and launch of Visitor Centres at Nathan and Gold Coast campuses

Enhance and evolve brand campaign on Know More. Do More.
Alumni engagement

OUTSTANDING ALUMNUS AWARDS
The Griffith Business School Outstanding Alumnus Awards recognise the remarkable achievements and successes of GBS graduates.
LEGAL LEADER
Law graduate Joshua Creamer is dedicated to advancing the interests of Indigenous Australians, and is President of the Indigenous Lawyers Association of Queensland Inc.

New Alumni Activities
University-wide Alumni Awards including young alumni, international alumni and group winners
Alumni networks established for core groups including Honours College, GUMURRRI, Logan campus, and all Academic Groups
Increased on-shore events and social media alumni activity as platform for online and executive education growth

ALUMNI ENGAGEMENT

1. Provide outstanding student experiences
2. Capture alumni interest on graduation
3. Stay connected to alumni
4. Nurture connections with emerging alumni leaders and wider alumni community
5. Involve connected alumni in mentoring and giving to students

STEPS TO GROW
Donor engagement
THE STUDENTS’ FUTURE FUND
The Griffith Staff Giving Program supports the Students’ Future Fund, which helps people from all backgrounds to access a university education.

New Donor Activities

Launch Griffith Futures Scholarships awards and profile stories of recipients to launch Annual Appeal and Staff Giving Program

Manage increased and coordinated portfolio of major gifts, bequests and endowments extending to other cities and globally

Prepare for future campaign launch on transformed internal and external giving culture

Engage the commitment of staff, students and current core donors building a giving culture

Stories of support to scholarships and projects

Steps to Grow

1. Stories of support to scholarships and projects
2. Engage the commitment of staff, students and current core donors building a giving culture
3. Build external culture and expand donor base through alumni and Annual Appeal
4. Use internal and external culture as foundation for coordinated bequests, donors and major gifts in other cities and globally
5. Launch major campaign and establish endowments

Donor Engagement
Overarching Goals

The Operational Plan for Engagement and its links to Griffith 2020 overarching goals

SCHOOL CONNECTIONS

School principals and guidance officers are involved in professional development days held as part of the Griffith Connect program. Griffith staff also present prizes at more than 100 school awards nights each year.
To provide an excellent educational experience to attract and retain students, who, regardless of their background, will succeed at university and become graduates of influence.

Increasing student demand and market share of students in all markets across all campuses is the most important goal of the Engagement Plan and of critical importance to the future of the University.

This section of the plan details strategies concerning:

- Student recruitment (marketing, campaigns and branding)
- A coordinated schools outreach program
- Low SES student recruitment and retention
- Aboriginal and Torres Strait Islander participation and retention through the work of GUMURRII
- A streamlined scholarships and financial aid framework
- Development of Visitor Centres at Nathan and Gold Coast campuses
- Full strategic implementation of the CRM to support life cycle engagements across students, schools and pathways, alumni, corporate partners and donors
- A coordinated approach to WIL programs and other industry engagement to interface with external partners
- A proposed alumni engagement sub-goal, with targets and strategies.

**GOAL 1: Scale**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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<tbody>
<tr>
<td>G1</td>
<td>Griffith will be a university of a size sufficient to support a comprehensive range of programs across a network of differentiated campuses</td>
</tr>
</tbody>
</table>

**Engagement Strategies**

- S1.1 Conduct market research to inform academic program development
- S1.2 Develop coordinated school outreach and pathway programs
- S1.3 Improve conversion of higher quality preferences into enrolments
- S1.4 Enhance and evolve *Know More. Do More.* brand campaign
- S1.5 Launch new Visitor Centres at the Nathan and Gold Coast campuses
- S1.6 Implement a new, streamlined scholarships and financial aid framework
## GOAL 2 Retention

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>G2.1 To improve the retention rate of low SES students</td>
<td>To exceed the national average for low SES student retention rate by 2017</td>
</tr>
<tr>
<td>G2.2 To improve the participation rate of Aboriginal and Torres Strait Islander students</td>
<td>To continue to exceed the national average for Aboriginal and Torres Strait Islander student participation rate among commencing students by 2017</td>
</tr>
</tbody>
</table>

### Engagement Strategies

- **S2.1** Strengthen GUMURRII Student Support Unit engagement with students and the Aboriginal and Torres Strait Islander community
- **S2.2** Grow Griffith Futures Scholarships scheme and align to Annual Appeal

## GOAL 3 Student satisfaction

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>G3 To improve student satisfaction with their university experience</td>
<td>To achieve national ranking in top third for CEQ Overall Satisfaction by 2017</td>
</tr>
</tbody>
</table>

### Engagement Strategies

- **S3.1** Implement CRM strategic roll out across the University
- **S3.2** Enhance student engagement with University promotion and fundraising activities
GOAL 4 Work-ready graduates

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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<tbody>
<tr>
<td>G4</td>
<td>To prepare work-ready graduates with the capacity to play an influential role in the world</td>
</tr>
<tr>
<td></td>
<td>To ensure that all students experience at least one of the following by 2017:</td>
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<tr>
<td></td>
<td>» Work Integrated Learning</td>
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<tr>
<td></td>
<td>» Service learning</td>
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<tr>
<td></td>
<td>» A research project/practicum</td>
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<tr>
<td></td>
<td>» An international study experience</td>
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<tr>
<td></td>
<td>To ensure the development of all our programs is guided by employer needs and delivery draws on external expertise</td>
</tr>
</tbody>
</table>

Engagement Strategies

S4.1 Establish a University-wide WIL framework integrating how existing schemes are presented to external partners
S4.2 Establish Industry Advisory Boards in all Groups
S4.3 Engage adjuncts, industry fellows and externals with academic title as appropriate

GOAL 5 Alumni engagement

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>G5.1</td>
<td>To encourage meaningful, mutually beneficial engagement between the University and its alumni and students engaged in giving</td>
</tr>
<tr>
<td></td>
<td>To grow numbers of actively engaged alumni year on year</td>
</tr>
</tbody>
</table>

Engagement Strategies

S5.1 Establish a University-wide Alumni Awards program incorporating young alumni, international alumni and winners from each Academic Group
S5.2 Establish alumni networks for groups including the Honours College, GUMURRRI, Logan campus and Industry Affiliates Program
S5.3 Strengthen on-shore alumni events program and increase social media alumni engagement activity to drive fundraising and online and education growth

Benchmarks and reference points

- First preferences
- Conversion ratios, enrolment numbers and OP cut-offs
- Enrolments and completions of Aboriginal and Torres Strait Islander students
- Brand recognition surveys
- Visitor numbers and feedback
- Scholarship applications and acceptances
- Response rates to student enquiries
- Percentage of students completing a WIL program
- Alumni award entries and event attendees
- Alumni network numbers
- Donor numbers and dollars raised
To continuously improve our research performance and, through our research, deliver social dividends.

Engagement activities will increase industry and government funding of our research excellence and improve our reputation and influence.

This section of the plan details strategies to increase the focus on how industry engagement can be extended and broadened from the current work within Griffith Enterprise, Development and Alumni and other parts of the University. The aim is to grow research income through funded Chairs and other diversified income generation, and emphasise the value of research partnerships, promotion and dissemination.

This includes strategies to identify thematic areas of academic work in which Griffith will seek to gain influence. These will be areas of work we will be known for and good for. They will reconnect with our founding principles to be inter-disciplinary and innovative, and will address emerging fields that relate to grand, global challenges.

Sufferers of Chronic Fatigue Syndrome will benefit with the launch of a specialist Griffith University clinic and smartphone app, developed by leading researcher Professor Sonya Marshall-Gradisnik in conjunction with the Griffith ICT app factory.

**Research**

**GOAL 6** Research income

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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<tbody>
<tr>
<td>G6</td>
<td>To increase research income</td>
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<tr>
<td></td>
<td>To increase external research income by 10%</td>
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<tr>
<td></td>
<td>per annum</td>
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</table>

**Engagement Strategies**

S6.1 Target an increase in funded Chairs and centres and diversified income generation across Academic Groups
GOAL 7 Research dissemination

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>G7</td>
<td>To identify and disseminate the impact of research outcomes</td>
</tr>
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</table>

Engagement Strategies

S7.1 Initiate program of Engagement Innovation Forums related to emerging fields of study that respond to grand challenges. Develop a marketing and communications strategy promoting research impact and influence.

GOAL 8 Research benefit

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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<tbody>
<tr>
<td>G8</td>
<td>To support uptake of research outcomes through technology transfer and enterprise activities To maintain income from contract and commercial research, technology transfer and enterprise at greater than 15% of the research income total</td>
</tr>
</tbody>
</table>

Engagement Strategies

S8.1 Establish Leaders Forum program with CEOs of key and emerging partners

Benchmarks and reference points

- Number of research Chairs and dollars raised
- Number of significant partnerships established
- New partner engagements
- Media reach metrics
- Impact measures of community engagement

The IMPACT program showcases engaging Griffith Sciences research through a magazine, website, app and public lecture series.
Staff
To attract and retain excellent staff who, through their teaching, research and professional support, will positively contribute to Griffith’s development as a University of Influence.

The diverse staff of the University will be supported and developed to undertake engagement as an activity that is valued.

This section of the plan details strategies that will develop an internal culture of engagement. These include:

- Growing Staff Giving in support of the Students’ Future Fund
- First People’s Employment Strategy and Staff Network
- Revised engagement criteria for academic staff promotion, selection and performance
- Staff development activities and culture building activities around engagement and innovation in building partnerships.

### GOAL 9 Staff

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>G9.1 To give staff the opportunity to provide feedback about their working environment, engagement and satisfaction</td>
<td>To ensure that all Groups and divisions implement strategies, appropriate to the element, to assess staff attitudes and engagement at least every three years</td>
</tr>
<tr>
<td>G9.2 To increase the number of Aboriginal and Torres Strait Islander staff in academic and general staff positions</td>
<td>To increase by 5% per annum the number of Aboriginal and Torres Strait Islander staff in academic and general staff positions</td>
</tr>
<tr>
<td>G9.3 To encourage staff excellence in engagement</td>
<td>To acknowledge and support exemplary staff engagement activities and achievements</td>
</tr>
<tr>
<td>G9.4 To increase staff engagement in fundraising</td>
<td>To build a University-wide culture of giving that supports external fundraising activities</td>
</tr>
</tbody>
</table>

### Engagement Strategies

- S9.1 Convene engagement fora to share ideas and align strategies
- S9.2 To evolve the Indigenous Employment Strategy and grow and promote the Indigenous Staff Network
- S9.3 Incorporate engagement components in selection and promotion criteria for academic staff
- S9.4 Grow Staff Giving Program in support of Students’ Future Fund
- S9.5 Grow staff engagement in community activities on campuses

### Benchmarks and reference points

- Number and level of engagement of First Peoples staff
- Number of staff promoted under new engagement criteria
- Number of staff donors
- Internal awareness of Reconciliation Action Plan
### GOAL 10 Sustainability

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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<tbody>
<tr>
<td>G10.1 To operate as a sustainable organisation</td>
<td>To grow the quantum and proportion of income from philanthropy</td>
</tr>
<tr>
<td>G10.2 To be an exemplar in sustainable community engagement</td>
<td>To ensure all campuses contribute to, and engage with, their local communities</td>
</tr>
</tbody>
</table>

### Engagement Strategies

<table>
<thead>
<tr>
<th>S10.1</th>
<th>Strategically manage an expanded and coordinated portfolio of major gifts, bequests and endowments</th>
</tr>
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<tbody>
<tr>
<td>S10.2</td>
<td>Support, evolve and promote the Reconciliation Action Plan</td>
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</table>

### Benchmarks and reference points

- New donor numbers and dollars raised

Griffith will be a University whose engagement allows it to demonstrate exemplary environmental and financial sustainability.

This section of the plan focuses on the portfolio's development work. It comes through the University’s philanthropic activities building a sustainable operation through increasing fundraising.
## ENGAGEMENT WITH ASIA-PACIFIC REGION

Griffith will engage with the Asia-Pacific region through ventures that demonstrate this focus of our influence.

This section will be undertaken in collaboration with Griffith International and explore the role of:

- The Logan campus in engaging with diverse communities
- The Centre for Interfaith and Cultural Dialogue, and Griffith REVIEW, in engaging on matters related to the region, and
- Office of Marketing and Communications in strengthening our media profile in the region.

### GOAL 11 Asia-Pacific Engagement

<table>
<thead>
<tr>
<th>Goal</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>G11.1</td>
<td>To coordinate, enhance and project the depth of Griffith’s Asian engagement nationally and internationally</td>
</tr>
<tr>
<td>G11.2</td>
<td>To be an exemplar in sustainable community engagement</td>
</tr>
</tbody>
</table>

### Engagement Strategies

- S11.1 Strategically manage University sponsorships portfolio to maximise local, national and international engagement, and return on investment
- S11.2 Develop Centre for Interfaith and Cultural Dialogue scholarly partnerships to increase engagement in the Asia-Pacific region
- S11.3 Position Griffith REVIEW to become the leading literary journal in the Asia-Pacific

### Benchmarks and reference points

- Media reach metrics
- Number of strategic partnerships established
- Griffith REVIEW sales and subscriber numbers, reader feedback and awards

Griffith REVIEW will publish its New Asia edition in 2015, bringing together fresh insights from across the region.
PLANNING FRAMEWORK

GRIFFITH UNIVERSITY STRATEGIC PLAN 2013 – 2017

- Core Activity Plans
  - Research Plan
  - Academic Plan
- Key Supporting Plans
  - Engagement Plan
  - Internationalisation Strategy
  - University Budget
  - Development and Alumni Plan
  - Equity and Diversity Plan
  - Capital Management Plan
  - Sustainability Plan
  - Information Technology Plan

Group and Divisional Strategic and Operational Plans
School/Element Action Plans
Griffith Health Clinics and students deliver 40,000+ occasions of service per year.

67% of students who complete the Queensland rural medical education program choose to undertake rural internships.

41,000 students experience the SCIENCE ON THE GO! mobile show each year.

The ECOCENTRE has welcomed 170,000 visitors from around the world since opening in 2001.

120,000 ALUMNI from 130 different countries.

GRIFFITH ENTERPRISE has undertaken almost 4000 commercial engagements worth approximately $100 million.

Our engagement at a glance

COMMUNITY ENGAGEMENT

Griffith Health Clinics and students deliver 40,000+ occasions of service per year.

Alumni Engagement

67% of students who complete the Queensland rural medical education program choose to undertake rural internships.

SCHOOLS ENGAGEMENT

41,000 students experience the SCIENCE ON THE GO! mobile show each year.

INDUSTRY ENGAGEMENT

The QUEENSLAND CONSERVATORIUM staged 250 events in 2013, attracting 41,000 patrons.

The GO HEALTH GO GRIFFITH AMBULANCE visits more than 100 schools each year.

DONOR ENGAGEMENT

The ECOCENTRE has welcomed 170,000 visitors from around the world since opening in 2001.

120,000 ALUMNI from 130 different countries.

INDUSTRY AFFILIATES PROGRAM

1200 FINAL-YEAR STUDENT placements managed through the Industry Affiliates Program.

90 ADJUNCT appointments in the Griffith Business School.

GRIFFITH ENTERPRISE has undertaken almost 4000 commercial engagements worth approximately $100 million.

LARGEST TEAM

700 ALUMNI, STUDENTS AND STAFF comprise the largest team at the 2014 Gold Coast Marathon.

120,000 ALUMNI from 130 different countries.

100 SCHOOL visits to campus

270 visits to SCHOOLS

1200 STUDENTS attending EXPERIENCE DAYS

100 SCHOOLS

visits to campus

170,000

visitors from around the world since
opening in 2001

20,000

students experience the SCIENCE ON THE GO!
mobile show each year

GRIFFITH CONNECT PROGRAM

100 SCHOOL visits to campus

270 visits to SCHOOLS

1200 STUDENTS attending EXPERIENCE DAYS

4.38 MILLION

words published in
GRIFFITH REVIEW

120,000

ALUMNI from
130 different countries

270 visits to SCHOOLS

1200 STUDENTS attending EXPERIENCE DAYS

170,000

visitors from around the world since
opening in 2001

20,000

students experience the SCIENCE ON THE GO!
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GRIFFITH CONNECT PROGRAM