The 2/2015 meeting for the Griffith Business School Board was held on Friday, 22 May 2015, from 9:00am via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus and Room 7.20, The Business Building (G42), Gold Coast campus.

MINUTES

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<tr>
<th>PRESENT:</th>
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<tr>
<td>Members:</td>
<td>Professor Linda Trenberth</td>
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<tr>
<td>Professor Michael Powell (Chair)</td>
<td>Associate Professor Brett Freudenberg</td>
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<td>Associate Professor Michael Barry</td>
<td>Professor Peter Jordan</td>
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<td>Professor Lorelle Frazer</td>
<td>Ms Lisa Cotterell</td>
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<td>Professor Peter Best</td>
<td>Ms Kimberley Cotterell-Anderson</td>
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<td>Professor Fabrizio Carmignani</td>
<td>Professor Russell Trood</td>
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<td>Professor Graham Cus Kelly</td>
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<td>Professor Evan Douglas</td>
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<td>Professor Heidi Dahles</td>
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<td>Professor Ross Guest</td>
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<td>Professor Andrew O’Neil</td>
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<td>Professor Chris Auld</td>
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<td>Associate Professor Charles Arcodia</td>
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<td>Associate Professor Peter Tatham</td>
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<td>Associate Professor Peter Woods</td>
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<td>Associate Professor Mark Brimble</td>
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<td>Professor Selva Selvanathan</td>
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<td>Professor Susanne Becken</td>
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<td>Mr James Fox</td>
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<td>Secretary:</td>
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<td>Ms Kate Rees</td>
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1.0 DECLARATION OF CONFLICT OF INTEREST

1.1 No conflicts were identified.

2.0 CONFIRMATION OF MINUTES

2.1 The minutes of the 1/2015 meeting were not available for distribution. They will be confirmed at the next meeting.

3.0 COMMITTEE MEMBERSHIP

3.1 Members noted this was the final meeting for Professor Michael Barry, Head, Department of Employment Relations and Human Resources. Members thanked him for his contribution to the work of the committee and GBS.

4.0 QIBT PRESENTATION

4.1 Ms Leigh Pointon, College Director and Principal and Ms Ann Poiner, Director, Academic Programs and Student Services provided a presentation on QIBT enrolments and student performance in GBS programs.
4.2 Members discussed issues around student performance and transition to Griffith. It was agreed that staff from QIBT, AFE, IBAS and HSL would discuss orientation strategies specific to students completing the associate degree.

5.0 INS REPORT

5.1 Ms Sue Hickson, Library Services Manager (Business) provided a written report.

5.2 Members were also given an update on the implementation of ORCID and were advised that further updates would be communicated via INSIGHT.

SECTION A: RECOMMENDATIONS AND REPORTS TO ACADEMIC COMMITTEE AND ITS SUB-COMMITTEES

6.0 MAJOR CHANGE PROPOSAL (#2015/6002037) 5683 MASTER OF PROFESSIONAL ACCOUNTING

6.1 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), considered a Major Change Proposal for the Master of Professional Accounting, as detailed in #2015/6002037, effective Semester 1, 2016.

6.2 The following changes are proposed to the Master of Professional Accounting:

- Change to program duration to reduce it to a 160CP program (new program code 5683).
- Change to the program structure to introduce three 50CP streams. All students will complete 110CP of prescribed courses from Group A. The Group A courses comprise 11 of the 12 courses required for CPA Australia Associate membership. Students will then complete one stream.
  1. Professional stream (CPA): The professional stream will provide support to students who intend to complete the CPA professional level examinations.
  2. International stream: The international stream will provide support for students who intend to complete the Association of Chartered Certified Accountants (ACCA) professional level requirements.
  3. Academic stream: The academic stream will provide opportunities for students to complete additional coursework who do not intend to complete professional level requirements.

Recommendation:

6.3 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), resolved to recommend to Programs Committee a Major Change Proposal for the Master of Professional Accounting, as detailed in #2015/6002037, effective Semester 1, 2016.

7.0 MAJOR CHANGE PROPOSAL (#2015/6002039) 5577 MASTER OF SUPPLY NETWORK MANAGEMENT

7.1 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), considered a Major Change Proposal for the Master of Supply Network Management, as detailed in #2015/6002039, effective Semester 1, 2016.

7.2 The current standalone Master of Supply Network Management was designed with a focus on the domestic market and was only offered as a part-time program (either in class or via
distance learning) due to overall staff availability and other programming constraints. It is now proposed to offer this program full-time to attract international students.

7.3 The admission requirements for the Graduate Certificate and Masters program have recently been revised to align with other Masters programs, and allow fresh graduates with a related Bachelor degree to enter the program. This aligns with the admission requirements adopted by other institutions in Australia who offer a similar degree such as RMIT University and the University of Sydney.

7.4 In terms of courses offered, these have been reviewed by the subject matter experts, and it has been agreed that the balance needs to be adjusted slightly towards the requirement for more domain-specific courses, while maintaining the overall “T-shaped” model which integrates functional skills (domain specific knowledge), inter-personal skills, general managerial skills and problem solving skills. The T-shaped model was heavily utilised when the initial program structure was proposed and is still regarded as a valuable guide for curriculum design and, indeed, is very much in line with the emerging “Griffith Model” with its specific focus on graduate employability as the literature clearly indicates that such inter-personal, managerial and problem solving skills are prized by prospective employers.

7.5 In discussing this program change, it was recommended that the program title be revised to align with current practice and market trends. Following the meeting a revised title was approved: Master of Supply Chain Management.

Recommendation:

7.6 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), resolved to recommend to Programs Committee a Major Change Proposal for the Master of Supply Network Management, as detailed in #2015/6002039, effective Semester 1, 2016.

8.0 MAJOR CHANGE PROPOSAL (#2015/6002040)
5628 MASTER OF BUSINESS

8.1 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), considered a Major Change Proposal for the Master of Business, as detailed in #2015/6002040, effective Semester 1, 2016.

8.2 In 2015 the 80CP Master of Business program increased in length to 120CP. It was believed that the longer duration may reduce the attractiveness of this program particularly to international students. Therefore, it was decided to offer the Graduate Certificate (3312) courses intensively in summer (January – February) to enable students to complete 120CP within a twelve month period. A second Graduate Certificate (3306) was offered only in semester 2 and courses were delivered in the standard 13 week mode.

8.3 The intensive Graduate Certificate in Business (3312) did not attract as many students as expected. From approximately 145 applications, only 23 students enrolled and 3 of these dropped out after the first course claiming it was too intensive. In informal discussions, students have reported a desire to stay longer in Australia than one year.

8.4 It is therefore proposed to withdraw the 3312 Graduate Certificate from program offerings and to offer the 3306 Graduate Certificate of Business in Semester 1 and 2. This will also result in changes to the intakes for the Master of Business and Master of Business Advanced.

Recommendation:
8.5 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), resolved to recommend to Programs Committee a Major Change Proposal for the Master of Business, as detailed in #2015/6002040, effective Semester 1, 2016.

9.0 MAJOR CHANGE PROPOSAL (#2015/6002043)
5631 MASTER OF INTERNATIONAL RELATIONS

9.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), considered a Major Change Proposal for the Master of International Relations, as detailed in #2015/6002043, effective Semester 1, 2016.

9.2 These changes are a result of low enrolments in 2015. In 2015, the Master of International Relations increased from 80CP to 120CP. The proposed changes bring the Graduate Certificate/Master of International Relations into line with disciplinary (and therefore student) expectations and best practice, and institutional norms in Australia and overseas. In essence, they reduce the compulsory content and permit students more choice of elective courses. This is very much in line with normal practice in political science and international relations, in this country and overseas, where core skills are developed across a program, with embedded skills development in electives, rather than the model utilised in other disciplines of extensive compulsory content.

Recommendation:

9.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), resolved to recommend to Programs Committee a Major Change Proposal for the Master of International Relations, as detailed in #2015/6002043, effective Semester 1, 2016.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

10.0 MAJOR CHANGE PROPOSALS EXECUTIVELY APPROVED

10.1 On the recommendation of the Dean (Learning and Teaching), Griffith Business School the Board ratified the following major change proposals that were executively approved in order for them to be considered at Programs Committee meetings:

- 3102 Graduate Certificate in International Business (#2015/6002020)
- 5592 Master of Finance and Investment (#2015/6002022)
- All GBS Postgraduate Programs (#2015/6002034)
- 5xxx Master of Marketing (#2015/6002035)
- 5xxx Master of Financial Planning (#2015/6002036)

11.0 PROGRAM WITHDRAWALS EXECUTIVELY APPROVED

11.1 On the recommendation of the Dean (Learning and Teaching), Griffith Business School the Board ratified the following program withdrawals:

- 1382 Bachelor of Music/Bachelor of Business (#2015/6002030)
- 5585 Master of Accounting (#2015/6002031)

12.0 MINOR CHANGE PROPOSALS EXECUTIVELY APPROVED

12.1 On the recommendation of the Dean (Learning and Teaching), Griffith Business School the Board ratified the following minor change proposals:
13.0 COURSE PROFILES

13.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), ratified the new course profile for 7708GBS Marketing for Teaching Period 3, 2015.

SECTION C: OTHER RECOMMENDATIONS AND REPORTS
[TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]

14.0 FIVE YEAR REVIEW REPORT: 3116 GRADUATE CERTIFICATE IN FRANCHISING (#2015/6002038)

14.1 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS) considered the attached ‘Five Year Program Review: Graduate Certificate in Franchising’.

14.2 The Graduate Certificate in Franchising program is offered on a part-time basis (two standard semesters or equivalent) in on-campus mode at South Bank and in online mode. It is available to domestic students and international students studying online in their own country. It presents a pathway program for eligible students (upon the successful completion of the Graduate Certificate program) for admission into the Master of Marketing or Master of Business Administration.

14.3 As required under the Program Planning, Development, Approval and Review Processes Policy, all programs are to be reviewed at least once in any five year period for the purpose of continual improvement, benchmarking, curriculum renewal and reaccreditation. The Graduate Certificate in Franchising was first offered in 2008 and consequently, it is necessary to undertake this review.

14.4 The review committee makes the following recommendations.

- Continuation of the Graduate Certificate of Franchising given that the program offering does not appear to require any additional resource (i.e. teaching) requirement. The committee believed that the program adds value to Griffith University, the GBS and APCFE’s unique positioning in the franchise area.

- Consider replacing one course (7206MKT) with an appropriate Legal course (e.g. Law for Managers).

- The committee was surprised with the lack of involvement of the Master of Marketing Program Director in the program review process. The committee agreed that it would be advisable for the Program Director to be centrally involved in the development of this program.

14.5 The Dean (Learning and Teaching) introduced this item. Members were advised:
This program has very low enrolments however there are low costs associated with delivery. The program, and the Asia Pacific Centre for Franchising Excellence, have a unique position and a national profile so there is value in offering the program.

In response to a comment regarding the low enrolments in online courses in this program, it was further recommended that alternatives for 7021EHR Leadership & Self-Development be considered.

14.6 An implementation plan will be developed following approval of the report.

Recommendation:

14.7 The Griffith Business School Board, on the recommendation of the 2/2015 Learning and Teaching Committee (GBS), approved the attached ‘Five Year Program Review: Graduate Certificate in Franchising. The implementation plan will be forwarded to Programs Committee.

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

15.0 HDR LEARNING OUTCOMES AND GBS SUPPLEMENTARY THESIS EXAMINATION FORM

15.1 The Griffith Business School Board, on the recommendation of the 2/2015 Research and Research Education Committee (GBS), considered the ‘Supplementary Thesis Examination Form: Doctor of Philosophy Thesis Learning Outcomes’.

15.2 A key aspect of higher education is Assurance of Learning (AOL) in achieving educational aims. Griffith Business School has been accredited by The Association to Advance Collegiate Schools of Business (AACSB) and in accordance with such needs to be able to document AOL throughout its coursework and research degrees. AACSB (2014) notes that the learning process is separate from demonstration that students achieve learning goals and highlights the importance of students being able to achieve learning appropriate to the programmes they study and have the knowledge and skills appropriate to their earned degrees. Further, AOL not only allows for assessment of student learning accomplishments against learning goals but such measures allow the School to evaluate the success, provide feedback and guidance for individual students, and plan for improvements in courses (AACSB, 2014). In respect to doctoral level programmes, in particular, AACSB suggests that graduates of such should have sufficient understanding to participate in knowledge creation in their fields of study (AACSB, 2014).

15.3 Learning outcomes for the Doctor of Philosophy (PhD) have been developed by GBS to reflect expectations of candidates undertaking the degree. Learning outcomes have not been similarly developed for the MPhil as very few candidates enrol into an MPhil and the majority who do so proceed to upgrade to a PhD.

15.4 At the March 2015 Board of Graduate Research meeting the Dean, Griffith Graduate Research School approved GBS to develop a form for thesis examiners to assess PhD candidates’ thesis learning outcomes; which would be used as a supplement to the University’s Examiner’s Summary Report Form. The GBS Supplementary Thesis Examination Form requests that examiners of GBS theses assess achievement within five levels across the six GBS PhD learning outcomes.

15.5 The Dean (Research) introduced this item and advised that this is a supplementary form required for AACSB. There is a need to make sure that the AOL processes for these programs is documented.

Recommendation:
15.6 The Griffith Business School Board, on the recommendation of the 2/2015 Research and Research Education Committee (GBS), approved the implementation of the attached ‘Supplementary Thesis Examination Form’.

16.0 CHAIR’S REPORT

16.1 The Chair provided her apologies for the meeting.

17.0 PRO VICE CHANCELLOR’S (BUSINESS) REPORT

17.1 The Pro Vice Chancellor and Acting Chair reported on the following:

- Risk Register
  - Members were reminded to familiarise themselves with the risk register
- Budget and Load
  - The decline in FPOS has steadied/plateaued.
  - Domestic postgraduate intake is strong and meeting targets.
- Griffith/Pearson Alliance
  - GBS is offering five programs as part of the alliance.
  - The second MBA course is now being offered. The retention rate is good between the first and second course.
  - Discussions need to be held around managing the teaching budget.
- The Griffith/Online MBA is performing well. Members were updated on recent appointments to the MBA office.
- AMP Program
  - Enrolments have improved in semester 1.
  - Enquiries are increasing due to AMP recruitment activities.
  - Proposed higher education changes are proceeding. All financial planners are expected to meet the new requirements by 2019 therefore an increase in enrolments is expected.
  - The Masters programs are being revised to align with market and industry expectations.
- Program Architecture
  - University is discussing a definition of core degrees. A small number of simplified core degrees will be offered across the university.
- Graduations: all staff are encouraged to attend.
- Friends of GBS
  - Initiative to strengthen ties between the university and the Gold Coast business community.
  - Launched to be held in June.

18.0 DEAN’S (LEARNING AND TEACHING) REPORT

18.1 The Dean (Learning and Teaching) spoke to a written report.

18.2 Members were also advised:

- Undergraduate Review: an options paper is being drafted for consideration.
- GBS is proposing to offer a new major in International Hotel Management in the Bachelor of Business (OUA).
- A room audit is underway. The data has been received but not analysed.

19.0 DEAN’S (RESEARCH) REPORT

19.1 The Dean (Research) spoke to a written report.
20.0 DIRECTOR’S (INTERNATIONAL) REPORT
20.1 The Director (International) provided a report at the meeting. A written report was distributed after the meeting.

21.0 HEADS of DEPARTMENT/SCHOOL REPORT
21.1 There was nothing to report.

22.0 RISK REGISTER
22.1 Members noted the attached GBS Risk Register.

23.0 MARKETING REPORT
23.1 The report from the Marketing Manager was noted.

24.0 COMMUNICATIONS REPORT
24.1 The report from the Communications Officer (Business) was noted.

25.0 OCCUPATIONAL HEALTH AND SAFETY AND SUSTAINABILITY REPORT
25.1 There are no issues to report.

26.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD
26.1 The Griffith Business School Board noted the minutes from the following sub-committees:
   - 1/2015 Learning and Teaching Committee
   - 1/2015 Internationalisation Committee
   - 1/2015 Research and Research Education Committee

27.0 2015 GRIFFITH BUSINESS SCHOOL BOARD MEETING DATES
27.1 Dates confirmed for 2015 Board meetings were noted.

28.0 OTHER BUSINESS
28.1 Members discussed the delegation of authority to approve course profiles and/or Chair School Assessment Boards and noted that such delegations are to be approved by Group Boards. It was agreed that Heads of Department would forward any recommendations to the Dean (Learning and Teaching), following discussion with relevant staff, for approval.

28.2 Subsequent to the meeting the following delegations were approved by the Chair:
   - IBA: delegated authority to Director Learning and Teaching - course profiles and assessment board
   - HSL: delegated authority to DHOD - course profiles and assessment board
   - EHR: delegated authority to DHOD when HOD not available - course profiles and assessment board
   - GIR: delegated authority to Deputy HOD Learning and Teaching - course profiles. Delegated authority to Deputy HOD Learning and Teaching when HOD not available - assessment board.
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Griffith Business School Board Members

Professor Linda Trenberth, Dean (Academic) (Chair)
Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)

Deans and Directors (appointed by the Group Pro Vice Chancellor)
Professor Graham Cuskeley, Dean (Research)
Professor Ross Guest, Dean (Learning and Teaching)
Associate Professor Peter Woods, Director (International)
Professor Lorelle Frazer, Director Online & Blended Learning

Heads of Departments Directly Associated With the Faculty (ex officio)
Professor Fabrizio Carmignani, Department of Accounting, Finance and Economics
Professor Michael Barry, Department of Employment Relations and Human Resources
Professor Andrew O’Neil, School of Government and International Relations
Professor Heidi Dahles, Department of International Business and Asian Studies
Professor Evan Douglas, Department of Marketing
Professor Chris Auld, Department of Tourism, Sport and Hotel Management

Deputy Heads/Discipline Heads of Departments Directly Associated With the Group (appointed)
Professor Peter Best, Department of Accounting, Finance and Economics
Associate Professor Mark Brimble, Department of Accounting, Finance and Economics
Associate Professor Brett Freudenberg, Department of Accounting, Finance and Economics
Professor Eliyathamby (Selva) Selvanathan, Department of Accounting, Finance and Economics
Associate Professor Ashlea Troth, Department of Employment Relations and Human Resources
Professor Peter Tatham, Department of International Business and Asian Studies
Professor Debra Grace, Department of Marketing
Associate Professor Charles Arcodia, Department of Tourism, Sport and Hotel Management

Research Centre Representative (appointed)
Professor Susanne Becken, Griffith Institute of Tourism
Professor Peter Jordan, Deputy Director, Centre for Work, Organisation and Wellbeing
Professor Haig Patapan, Director, Centre for Governance and Public Policy
Professor Russell Trood, Director, Griffith Asia Institute

Invited (for Audience and Debate)
Ms Kimberley Cotterell-Anderson, Griffith Business School
Ms Lisa Cotterell, Griffith Business School

Group Planning and Resource Manager
Mr James Fox, Group Resource Manager

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