Griffith Business School Board Agenda 2/2011
Friday 8 April, 2011

Griffith Business School seeks to excel as a provider of high quality, cross-disciplinary and internationally relevant business and public policy education and research, emphasising the relationship between business and society in promoting sustainable enterprises and communities.

GRiffith University
Griffith Business School Board

Contents

1.0 Apologies
2.0 Confirmation of Minutes
3.0 Chair's Report
4.0 Pro Vice Chancellor's (Business) Report
5.0 Dean's (Learning and Teaching) Report
6.0 Dean's (Research) Report
7.0 Dean's (International) Report
8.0 Heads of Department Report
9.0 Outstanding Alumnus of the Year Awards Scheme Presentation

Section I: Matters for Debate and Decision

10.0 Enrolment Review Process – Acceptable Number of Program Changes
11.0 GBS Workload Allocation Model 2011-2012
12.0 HDR Supervision Milestone Funding
13.0 Research Centre Membership Criteria
14.0 OUA Update

Section II: Matters Requiring Ratification or Executive Action

NIL

Section III: Matters for Noting and Where Appropriate, Acceptance of Recommendations

15.0 2010 Annual Program Monitoring
16.0 Timelines for Program Planning, Development and Approval - 2012
17.0 Higher Degree Research Graduate Attributes
18.0 Reports of Sub-Committees of GBS Board
19.0 Other Business
20.0 Future Meetings
### Significant Committee Events

- The next meeting of the Griffith Business School Board will be held (subject to business warranting) on Friday, 27 May 2011 via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus; Room 1.04, The Chancellery Building (G34), Gold Coast campus; and Room 2.27, Information Services Building (L03), Logan campus. The meeting will be chaired at the Gold Coast campus.

### Committee QuickPlace Web Address

- [https://qplace01.domino.griffith.edu.au/QuickPlace/sec-university-committees/PageLibrary4A256D040010D978.nsf?OpenDatabase](https://qplace01.domino.griffith.edu.au/QuickPlace/sec-university-committees/PageLibrary4A256D040010D978.nsf?OpenDatabase). Use the left navigation bar to select the relevant committee site. Username is your staff number preceded by an s and password is the same as your Novell login. Call the Secretary on extension 56408 for advice or if experiencing difficulties.
DISTRIBUTION LIST

**Griffith Business School Board Members**
- Professor Marie Wilson, Dean (Academic) (Chair)
- Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)
- Deans (appointed by the Group Pro Vice Chancellor)
  - Professor Graham Cuskelly, Dean (Research)
  - Professor Lorelle Frazer, Dean (Learning and Teaching)
  - Professor Chris Auld, Dean (International)

**Heads of Departments Directly Associated With the Faculty (ex officio)**
- Professor Christine Smith, Department of Accounting, Finance and Economics
- Associate Professor Michael Barry, Department of Employment Relations and Human Resources
- Professor Leong Liew, Department of International Business and Asian Studies
- Dr Marie-Louise Fry, Department of Marketing
- Dr Robyn Hollander, Department of Politics and Public Policy
- Professor James Skinner, Department of Tourism, Leisure, Hotel and Sport Management

**Deputy Heads of Departments Directly Associated With the Group (appointed)**
- Professor Jenny Stewart, Department of Accounting, Finance and Economics
- Professor Ross Guest, Department of Accounting, Finance and Economics
- Associate Professor Eduardo Roca, Department of Accounting, Finance and Economics
- Dr Anoop Patiar, Department of Accounting, Finance and Economics
- Professor Kate Hutchings, Department of Employment Relations and Human Resources
- Vacant, Department of Marketing
- Associate Professor Laura Lawton, Department of Tourism, Leisure, Hotel and Sport Management

**Research Centre Representative (appointed)**
- Professor Beverley Sparks, Director, Centre for Tourism, Sport and Service Innovation
- Professor Peter Jordan, Deputy Director, Centre for Work, Organisation and Wellbeing
- Professor Patrick Weller, Director, Centre for Governance and Public Policy

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

**Information Copies**
(without attachments unless stated)
- Griffith Business School
- Group Resource Manager, Business
- Human Resource Manager, Business
- Marketing Manager, Business
- Business Development Management, Business, Griffith Enterprise
- Communications Officer, Business and Law
- Deans’ and Heads of Departments’ Secretaries, Griffith Business School
- Program Service Officers, Griffith Business School
- Executive Manger to the Pro Vice Chancellor (Business)
- Credit Transfer and Articulations Manager, Student Administration
- Client Administration Officers, Student Administration
- Centre Coordinators, Griffith Grad Research School

**Other Copies**
- Corporate Archives and Records Management copy (attachments)
- Binding copy (attachments)
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GRiffith Business School Board Agenda 2/2011
Friday 8 April, 2011

GRiffith University
GRiffith Business School Board

The 2/2011 meeting of the Griffith Business School Board will be held on Friday, 8 April 2011, from 9:30am till 12:30pm via videoconference in Room 1.04, The Chancellery Building (G34), Gold Coast campus, and Room -1.18, Business 2 Building (N72), Nathan campus. A light lunch will be provided at 11:45am.

Gemma Huxley
Secretary

AGENDA

1.0 APOLOGIES
1.1 Apologies may be recorded by contacting the Secretary on extension 56408, or by emailing G.Huxley@griffith.edu.au.
1.2 Apologies have been received from Dr Marie-Louise Fry and Professor Beverley Sparks.

2.0 CONFIRMATION OF MINUTES
2.1 The minutes of the 1/2011 meeting have been circulated.
To be taken as read and confirmed

3.0 CHAIR’S REPORT
3.1 Professor Marie Wilson, Dean (Academic), GBS and Chair, GBS Board will provide a report at the meeting.
3.2 Ms Rachel Christie, Group Marketing Manager, will speak to a written report (Attachment 3.2).
3.3 Ms Julia Phipps, Communications Officer, will speak to a written report (Attachments 3.3 and 3.4).

4.0 PRO VICE CHANCELLOR’S (BUSINESS) REPORT
4.1 Professor Michael Powell, Pro Vice Chancellor (Business) will provide a report at the meeting.

5.0 DEAN’S (LEARNING AND TEACHING) REPORT
5.1 Professor Lorelle Frazer, Dean (Learning and Teaching), GBS will provide a report at the meeting.

6.0 DEAN’S (RESEARCH) REPORT
6.1 Professor Graham Cuskelly, Dean (Research), GBS will speak to a written report (Attachments 6.1 and 6.2).

7.0 DEAN’S (INTERNATIONAL) REPORT
7.1 Professor Chris Auld, Dean (International), will speak to a written report (Attachment 7.1).
8.0 HEADS OF DEPARTMENT REPORT

8.1 There are no matters to report.

9.0 OUTSTANDING ALUMNUS OF THE YEAR AWARDS SCHEME PRESENTATION

9.1 Ms Lisa Cotterell, Executive Officer, Griffith Business School will present on the Annual Outstanding Alumnus of the Year awards scheme, which will be launching in May 2011.

ORDERING OF THE AGENDA

At this point in the agenda, members may propose that any matter on the agenda, not included in Section I, be so included.

SECTION I: MATTERS FOR DEBATE AND DECISION

10.0 PROGRAM CHANGES WITHIN FIVE YEAR ACCREDITATION PERIOD

10.1 In relation to Programs Committee business, a work plan is being undertaken by the Secretariat (Attachment 10.1) to address 3 key areas of activity related to program management:

- Regular program monitoring in the context of quality assurance
- Ensure compliance with AQF
- Simple and consistent presentation of program and course information to internal and external audiences via the Program

10.2 Relevant to this work plan are the following extracts from a report prepared by an external consultant on the University’s Enrolment Business Process Review undertaken late last year. The extracts particularly relate to the rate of program change. Also attached are statistics on the number of program changes per Group directed to Academic Committee by Programs Committee for the years 2008 and 2009 (Attachment 10.2).

Summary of findings and recommendations

2.2.2 Up Stream Process Changes

Rate of Change of Curriculum
It is recommended that the university rethink its approach to changing program rules and structures and consider guidelines that stipulate a period of stability between changes. (For example indicate a new degree should be stable for a period of at least the minimum time it would take a full time student to complete the degree).

7.2 Curriculum Management
The upstream process of curriculum management impacts significantly on the enrolment process. A number of issues with curriculum management emerged during the review. The sections below provide some recommendations to address these issues.

7.2.1 Rate of Change

The university is providing a set of educational products (degrees) of various types to clients (the students).
Managing the development and evolution of a product in a market place requires a large number of inputs including customer feedback, competitor analysis, market analysis and...
business case. The process of introducing a new product or evolving an existing product should be done on the basis of as much empirical data as possible and then some sound analysis and forecasting. Changing a product too often can work against a business trying to establish brand awareness.

The rate of change of program structures and courses is significantly contributing to the issues students have in selecting appropriate courses to enrol into. It is also impacting on the ability of staff to advise students on correct course choices.

In discussions with the program management staff, it was stated that the majority of students at the University would experience at least one major program structure change in the three years it takes to complete a degree. Staff believed that the amount of change to degree structures was a key cause of confusion for students trying to select courses to enrol into. In order to navigate through the degree rules and program structures a student needs to understand their commencing year on the program.

In my experience, this rate of change of degree rules and program structure rules is much higher than at other institutions. While flexibility is a great attribute, flexibility and the change it brings also have a high cost. Apart from the diluting impact on the University’s product and on students understanding, there is a real financial cost. An upcoming change to the course coding for education (changing coding structures back to EDN) will involve about a week of work for timetabling staff, Business Systems Support will have between 3 days and a month’s work and there is then an on-going impact on graduation checking and credit articulation arrangements.

If the University makes significant changes to its program rules every 3 years then 67% of students studying at the time the change is introduced will be impacted (even if they choose to remain on the old rules they now have to understand that there is a new set of rules and they have to understand which set of rules will apply to them).

It is recommended that the university rethink its approach to changing program rules and structures and consider guidelines that stipulate a period of stability between changes. (For example indicate a new degree should be stable for a period of at least the minimum time it would take a full time student to complete the degree). This would still mean that 67% of students (rather than the suggested 100% of students) are going to be impacted by a change during the course of completing their degree but would result in overall fewer changes than those currently occurring.

At its 1/2011 meeting, Programs Committee discussed the work plan relating to program management, noting that it had been asked to consider the establishment of rules around the amount and type of program change that Programs Committee expects during the five year period for which it has re-accredited a program. The Programs Committee agreed to seek feedback from Group Boards and bring the matter forward for further discussion at its 2/2011 (5 May) meeting.

Recommendation

10.4 The Griffith Business School Board is asked to provide feedback to Programs Committee on the expected amount and type of program change in a program during its five year period of reaccreditation by Programs Committee.

For discussion

11.0 GBS WORKLOAD ALLOCATION MODEL 2011-2012

11.1 Professor Marie Wilson, Dean (Academic), will speak to this item.
For discussion

12.0 HDR SUPERVISION MILESTONE FUNDING

12.1 The Griffith Business School Board is asked to consider a proposal for research supervision funding in lieu of teaching relief through RACS (Attachment 12.1). Professor Graham Cuskelly, Dean (Research) will speak to this item.

12.2 The proposal has been developed in response to a request from the GBS Executive Committee and in response to a review the GBS work allocation model. The purpose of the proposal for research supervision funding in lieu of teaching relief is to give staff an option to choose a payment for research confirmations and completions through the RACS program in place of teaching relief which has been the case to date.

12.3 The proposed program will assist HoDs in the allocation and management of teaching workloads and give staff an option to use the funds in accordance with the RACS guidelines. By reducing the hours of teaching relief, the GBS will increase the quality of teaching and reduce the costs associated with sessional teaching.

Recommendation

12.4 The Griffith Business School Board is asked to approve the proposal for HDR supervision milestone funding in lieu of teaching relief through RACS.

For discussion

13.0 RESEARCH CENTRE MEMBERSHIP CRITERIA

13.1 The Griffith Business School Board is asked to consider a proposal for a minimum research performance standard for research centre members in GBS hosted centres (Attachment 13.1). Professor Graham Cuskelly, Dean (Research), will speak to this item.

13.2 The GBS hosts four research centres all of which are subject to annual performance reviews and four yearly external reviews. All GBS hosted centres are scheduled for four year reviews in 2011. The annual review determines research centre funding for the subsequent year and is based on membership numbers and the research performance of those members.

13.3 At its April 2010 meeting the RRE appointed a working party to develop a recommended minimum membership standard. This standard was developed and transmitted to GBS Faculty Board, at which point it became known that the University was reviewing its Research Centre Policy including membership criteria.

13.4 In light of University policy and the respective roles of Research Centres and Departments in staff research performance and development it is proposed that the GBS implement a research centre membership policy (effective from the 2011 academic staff performance review round) which encourages members to develop and maintain a research performance trajectory above the University research active status used for reporting purposes.

13.5 A proposed minimum standard for research centre membership, which is allowed under University policy (Policy document 2010/0011536) for GBS hosted centres are that members:

- Demonstrate constructive alignment between their research track record and planned research and the Centre’s research program/s.
• Are normally expected to be an author on 6 publications over 4 years (1.5 publications per year) including a minimum of 2 publications in ERA ‘B’ or higher ranked journals. Research books (authored, not edited) with reputable research publishers, as judged by the Centre Director, count as 5 publications. See qualifying outputs in attachment 1 for more details.

• Are normally expected to be in receipt of external research income (HERDC categories 1-4), or to be actively applying for category 1 external research income and participating in internal peer review processes over a 4 year period.

• Are active and regular participants in the Centre’s program of activities including workshops and seminars, and strategic planning activities.

• Provide a written report on research progress, performance and plans to the Director each year at the time of the annual academic staff performance review round.

It is proposed that associate membership only be available to either:

• ECR staff and that ECRs are required to meet the university requirements stipulated for ECRs on the basis of their achievements relative to their career stage.

• Non ECR staff for a maximum of two years. Centre membership will lapse for associate members who do meet the proposed minimum standards within two years.

Recommendation

13.6 The Griffith Business School Board is asked to approve the proposal for a minimum research performance standard for research centre members in GBS hosted centres.

For discussion

14.0 OUA UPDATE

14.1 Professor Lorelle Frazer, Dean (Learning and Teaching) will provide an update on the progress of the Griffith Business School’s proposed Bachelor of Business offering via Open Universities Australia (OUA).

For discussion

SECTION II: MATTERS REQUIRING RATIFICATION OR EXECUTIVE ACTION

There are no matters requiring ratification or executive action.

SECTION III: MATTERS FOR NOTING AND WHERE APPROPRIATE, ACCEPTANCE OF RECOMMENDATIONS

15.0 2010 ANNUAL PROGRAM MONITORING

15.1 The Griffith Business School Board is asked to note the following timeframe for Annual Program Review and Improvement Reports:

1) Program Convenor considers Program Performance Data, prepares APRIR and forwards to the Head of School/Department by Monday 28 February 2011.

2) Head of School/Department considers Program Performance Data and APRIR and either approves or returns to Program Convenor for further work. Once approved, all APRIRs to be forwarded to the Dean (Learning and Teaching) by Monday 28 March 2011.
3) Dean (Learning and Teaching) considers Program Performance Data and APRIR and either approves APRIR or, after consultation with the Head of School/Department, advises the Program Convenor that the APRIR requires further work.

4) Dean (Learning and Teaching) completes the Dean’s Report, providing a brief annual review of the performance of the Group’s programs and forwards with the APRIRs to secretary of Programs Committee by Friday 29 April 2011.

5) APRIRs and Deans’ Reports to be considered at Programs Committee June 2011 meeting.

15.2 Professor Lorelle Frazer, Dean (Learning & Teaching) will report on what APRIRs have been submitted to date and progress made towards meeting the APRIR timelines as outlined above.

For noting

16.0 TIMELINES FOR PROGRAM PLANNING, DEVELOPMENT AND APPROVAL – 2012

16.1 The Griffith Business School Board is asked to note the following critical dates for approval of program proposals for implementation in 2012:

<table>
<thead>
<tr>
<th>Approval of New Program Submissions by:</th>
<th>For implementation in Semester 1 2012</th>
<th>For implementation in Semester 2 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEET Group Board</td>
<td>13 May 2011</td>
<td>18 November 2011</td>
</tr>
<tr>
<td>Programs Committee – Final Date for Approval</td>
<td>14 July 2011</td>
<td>17 February 2012</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major program changes which require the approval of Programs Committee:</th>
<th>For implementation in Semester 1 2012</th>
<th>For implementation in Semester 2 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEET Group Board</td>
<td>19 August 2011</td>
<td>February 2012</td>
</tr>
<tr>
<td>Programs Committee – Final date</td>
<td>1 September 2011</td>
<td>2 March 2012</td>
</tr>
</tbody>
</table>

For noting

17.0 HIGHER DEGREE RESEARCH ATTRIBUTES

17.1 The Academic Committee, on the recommendation of the 8/2010 Board of Graduate Research (8 December), resolved to adopt the *Higher Degree Research Graduate Attributes*, see [http://www62.gu.edu.au/policylibrary.nsf/xmainsearch/d856fde235ff16064a25784100055e18?opendocument](http://www62.gu.edu.au/policylibrary.nsf/xmainsearch/d856fde235ff16064a25784100055e18?opendocument)

For noting

18.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD

18.1 The Griffith Business School Board is asked to note the minutes from the following sub-committees:

- Learning and Teaching Committee March 2011 (Attachment 18.1.1)
- Research and Research Education Committee March 2011 (Attachment 18.1.2)
19.0 OTHER BUSINESS

For noting

20.0 FUTURE MEETINGS

20.1 The next meeting of the Griffith Business School Board will be held (subject to business warranting) on Friday, 27 May 2011 via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus; Room 1.04, The Chancellery Building (G34), Gold Coast campus; and Room 2.27, Information Services Building (L03), Logan campus. The meeting will be chaired at the Gold Coast campus.

20.2 The 2/2011 Griffith Business School Strategic Forum will be held from 9.00am-12.00pm on Friday, 15 April 2011 in the Multi-Faith Centre (N6), Nathan campus.

For noting