A meeting of the Griffith Business School Board was held at 9.30am on Friday 8 April 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.

MINUTES

PRESENT:
Professor Marie Wilson (Chair)
Professor Michael Powell
Professor Lorelle Frazer
Professor Graham Cuskelley
Professor Christopher Auld
Professor Christine Smith
Professor Leong Liew
Dr Robyn Hollander
Associate Professor James Skinner
Professor Jenny Stewart
Professor Ross Guest
Professor Eduardo Roca
Professor Kate Hutchings
Associate Professor Laura Lawton
Dr Anoop Patiar
Professor Beverley Sparks
Professor Peter Jordan
Ms Kimberley Cotterell-Anderson
Ms Lisa Cotterell
Ms Gemma Huxley (Secretary)

APOLOGIES:
Professor Adrian Wilkinson
Professor Patrick Weller
Associate Professor Michael Barry
Dr Marie-Louise Fry

1.0 CONFIRMATION OF MINUTES
The minutes of the 1/2011 meeting, having been circulated, were taken as read and confirmed.

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

2.0 ENROLMENT REVIEW PROCESS – ACCEPTABLE NUMBER OF PROGRAM CHANGES (Agenda Item 10.0)

2.1 The Griffith Business School Board was 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.

2.2 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.

2.3 The Board provided the following feedback:

- Although members agreed that a high rate of change in programs can cause confusion and negatively affect the student experience, it was felt that any rigid restriction on the number of changes could affect the ability to adapt programs to reflect changes in industry and accrediting body requirements. An example was given of the upcoming AQF changes as a possible out-of-phase activity resulting in Major program changes.

- Review processes are another driver of program changes, and members raised that Department reviews are timed separately to 5-year reviews, with the addition of special-purpose reviews such as Operation Program Focus. Limiting the number of changes within a given period could affect the ability to respond in a timely manner to various review recommendations.

- With respect to new programs, members raised that unanticipated issues can often come up in the first 12 months, and some allowance is required for fine-tuning.

- Members raised that perhaps the criteria for a Major change is too broad, which could be addressed by either moving some criteria under Minor changes, or building more flexibility into program structures to allow some change to happen within a program without a formal committee approval process.

- Members discussed that improving how changes are communicated to students is the key - the confusion is not in that a change has been made, but how it is displayed on the program catalogue and how the change is communicated to affected students. It was agreed that planned changes to the program catalogue should assist with this.

<table>
<thead>
<tr>
<th>Action item</th>
<th>Responsible Officer/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forward Faculty Board feedback on the expected amount and type of program change in a program during its five year period of reaccreditation by Programs Committee.</td>
<td>Secretary (action taken)</td>
</tr>
</tbody>
</table>

SECTION B: ACTION UNDER DELEGATED AUTHORITY

Nil

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

Nil

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

3.0 CHAIR’S REPORT (Agenda Item 3.0)

3.1 The Chair, Griffith Business School Board spoke to a written report.

3.2 The Communications Officer (Business) spoke to a written report.

Noted
4.0 PRO VICE CHANCELLOR’S (BUSINESS) REPORT (Agenda Item 4.0)

4.1 The Pro Vice Chancellor (Business) reported on the following matters:

- The PVC reported on enrolment data as at the University’s Census Date, noting that the GBS had not quite met its target CGS load, despite making offers well above target to allow for attrition. The Board was advised that the GBS was looking into the situation, however it was believed that pre-requisite checking and related enrolment adjustments made by the GBS may have affected the numbers. Ensuring that students are given enough time to re-enrol after being dropped from ineligible courses should help to address the problem in Semester 2.

- The PVC reported the success of the recent OUA bid and the process for moving forward on course development. This is seen as a key strategy to increase domestic enrolments and offset downturns in other markets.

- Members were advised of the new Tourism Confucius Institute at South Bank. Some concern was expressed by the Board regarding the lack of consultation and discussion surrounding the name and potential perceived affiliation with the GBS. It was noted that the Head, HSL would take action to communicate the Group’s concerns.

- The PVC provided members with an update regarding contract renewal negotiations with CUHK, considering issues such as the longevity of the contract and the impact of the exchange rate.

- A report on the Group’s performance in relation to the Postgraduate Coursework Strategy’s recommendations will be circulated before Easter for comment.

- The PVC provided members with an update on the new Business Research programs with Gold Coast District Health Services.

Noted

5.0 DEAN’S (LEARNING AND TEACHING) REPORT (Agenda Item 5.0)

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

- The DVC (Academic) has allocated funds to all Groups to support blended learning initiatives, therefore brief expressions of interest were sought in relation to blended learning initiatives for existing courses. Members asked for further information regarding criteria and were advised that the EOI application would be circulated to members for feedback.

- The Dean (L&T) advised that Ms Vikki Ravaga, Educational Designer, GBS would be supporting the OUA initiative, and over $100,000 in development funds had been secured.

- The Dean (L&T) provided an update regarding pre-requisites, advising members that pre-requisites are being reviewed by all Groups. Deans recently met with Student Administration to agree on the definitions of a pre-requisite, prior assumed, etc. A decision was made at this meeting to remove prior assumed notings, and either enforce or remove pre-requisites, and all members were in agreement with the decision. The Dean (L&T) also advised that Student Administration were also looking into PeopleSoft programming capability for pre-requisites.
• Members discussed the use of PC grades in courses that are pre-requisites for advanced courses, and it was noted that AFE have already stopped using PC grades in these instances. The removal of PC grades as a University-wide policy was also discussed, and it was agreed that Departments could continue to award PC grades where appropriate until a University-wide policy is implemented.

Noted

6.0 DEAN'S (RESEARCH) REPORT (Agenda Item 6.0)

6.1 The Dean (Research) spoke to a written report. Expressions of interest were sought for HDR Program Directors.

Noted

7.0 DEAN'S (INTERNATIONAL) REPORT (Agenda Item 7.0)

7.1 The Dean (International) spoke to a written report.

• The Dean(I) resolved to bring forward to the next meeting a report on English Language Pathways and concerns with IELTS.

• Members were advised that GPA data will be forthcoming on commencement cohorts.

Noted

8.0 HEADS OF DEPARTMENT REPORT (Agenda Item 8.0)

8.1 There were no matters to report.

Noted

9.0 OUTSTANDING ALUMNUS OF THE YEAR AWARDS SCHEME PRESENTATION (Agenda Item 9.0)

9.1 Ms Lisa Cotterell, Executive Officer, Griffith Business School gave a presentation on the Annual Outstanding Alumnus of the Year awards scheme, launching in May 2011.

Noted

10.0 GBS WORKLOAD ALLOCATION MODEL 2011-2012 (Agenda Item 11.0)

10.1 The Dean (Academic) distributed a summary of submissions and resultant changes to the workload model at the meeting for discussion and feedback. The Dean (Research) report on RACS payments for HDR supervision was noted, as an important component of the revised GBS workload model.

10.2 Board members referenced the new sessional appointment process, and queried if the limit of 12 face-to-face contact hours was policy. Members were advised that the limit reflects that the associated hours and marking requirements in 12 contact hours approximate a full-time workload, and resolves concerns regarding potential overtime liability as well as OH&S risk.

10.3 Board members were encouraged to send further feedback via email to the Dean (Academic).
Noted

11.0 HDR SUPERVISION MILESTONE FUNDING *(Agenda Item 12.0)*

11.1 The Griffith Business School Board was asked to consider a proposal for research supervision funding in lieu of teaching relief through RACS, which was developed in response to the review of the GBS work allocation model. The Dean (Research) provided an overview of the proposal and sought feedback from the Board.

11.2 Members provided the following feedback:

- Minor amendments – applications come through the Department Head. HDR funding per student will be dropped.

- More clarity was sought in relation to what the staff member may choose and what is set by HoD. The Board also queried what happens when a staff member reaches the set cap, and were advised that a review of RACS in 2011 will likely increase the cap in these instances. Members were reminded that the reason for caps and minimum teaching requirements was to better share the supervision load. It was suggested that more training in how to get the most from RACS funding would be helpful.

- The Board queried whether staff who have reached their RACS limit could choose to receive taxable salary instead. The Dean (Academic) undertook to investigate the policy and provide advice at the next meeting.

11.3 The Dean (Research) advised members to forward any further feedback via email, and for the proposal to be brought forward for approval at the next Board meeting.

Resolution

11.4 The Griffith Business School Board resolved to bring forward to the next meeting the proposal for HDR supervision milestone funding in lieu of teaching relief through RACS.

12.0 RESEARCH CENTRE MEMBERSHIP CRITERIA *(Agenda Item 13.0)*

12.1 The Griffith Business School Board was asked to consider a proposal for a minimum research performance standard for research centre members in GBS hosted centres.

12.2 In light of changes to University policy and the respective roles of Research Centres and Departments in staff research performance and development, it was 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.

12.3 The proposed minimum standard for research centre membership, which is allowed under University policy (Policy document 2010/0011536) for GBS hosted centres was 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 was also 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.

12.4 Members were generally supportive of the articulated guidelines, however it was noted that the guidelines could make it difficult for some Centres to meet funding when KPIs are set by the number of members – some might be on the borderline of the membership criteria which could consequently put the Centre at risk of losing funding.

12.5 Some feedback was provided in relation to some wording in the membership criteria – it was felt the phrase “normally expected” could be better defined, and it was queried whether “actively applying” could be interpreted as actively applying themselves or actively mentoring an applicant.

12.6 It was noted that the proposed membership criteria was above the University’s current minimum requirements to be considered “research-active”, however the Board acknowledged that Research Centre membership criteria should be higher and has a different scope.

12.7 Members commented positively on the consideration of the relationship between Research Centres and Department Heads, in that the online system and equal access to data could assist with performance management and improving liaisons between Centre Directors and HoDs.

Resolution

12.8 The Griffith Business School Board resolved to give in principle approval, subject to clarification on the issues raised, for the proposal for a minimum research performance standard for research centre members in GBS hosted centres.

13.0 OUA UPDATE (Agenda Item 14.0)

13.1 The Dean (Learning and Teaching) provided members with an update on the progress of the Griffith Business School’s proposed Bachelor of Business offering via Open Universities Australia (OUA).

13.2 The Dean (L&T) advised that OUA had delayed final approval for another month, however some funding had been received and the GBS is progressing well in the development of two IBA and two EHR courses for Study Period 3, 2011.

13.3 Work has been undertaken to review and align the existing Logan Trimester calendar with the OUA calendar of four Study Periods, in order to help achieve better integration between the two programs. Some concerns were raised in relation to potential policy restrictions on
teaching into a 4-Study Period format, and the Dean (Academic) noted that this was addressed in the EBA and GBS workload policy.

Noted

14.0 2010 ANNUAL PROGRAM MONITORING (Agenda Item 15.0)

14.1 The Griffith Business School Board was 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.

Noted

15.0 TIMELINES FOR PROGRAM PLANNING, DEVELOPMENT AND APPROVAL – 2012 (Agenda Item 16.0)

15.1 The Griffith Business School Board was 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>Griffith Business School 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>Griffith Business School 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>

Noted

16.0 HIGHER DEGREE RESEARCH ATTRIBUTES (Agenda Item 17.0)

16.1 The Griffith Business School Board was asked to note that 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
Noted

17.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD (Agenda Item 18.0)

17.1 The Griffith Business School Board was 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)

Noted

18.0 OTHER BUSINESS (Agenda Item 19.0)

There were no other matters to report.

Noted

19.0 FUTURE MEETINGS (Agenda Item 20.0)

19.1 The May meeting of the Griffith Business School Board was cancelled.

19.2 The next meeting of the Griffith Business School Board will be held on Friday, 24 June 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.

Noted

Confirmed: ______________________

(Chair)

Date: ______________________
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
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
Dr Anoop Patiar, 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

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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)
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