GRiffith UNIVERSITY  
GRiffith BUSINESS SCHOOL BOARD

A meeting of the Griffith Business School Board was held on Friday 19 August 2005, 10:00am till 1:00pm, via videoconference in the Bray Centre, Level 2, Room 2.06, Nathan Campus (N54_2.06) and the Information Services Building, Level 3, Room 3.29, Gold Coast Campus (G10_3.29).

MINUTES

PRESENT:
Professor Michael Powell (Chair)
Professor Mike Davidson
Associate Professor Graham Cuskelley
Professor Lorelle Frazer
Professor Ross Guest
Associate Professor Javed Maswood
Professor Bill Merriees
Professor Chew Ng
Dr Elizabeth Van Acker
Professor David Peetz
Dr Eduardo Roca

Dr Louis Sanzogni
Associate Professor Saroja Selvanathan
Professor Liz Fulop
Professor Art Shulman
Professor Leong Liew
Professor Kristine Toohey

Ms Amanda Clark (Secretary)

APOLOGIES:
Professor Bill Shepherd
Professor Glenda Strachan
Dr Mohammad Tahir

1.0 CONFIRMATION OF MINUTES

1.1 The minutes of the 4/2005 meeting of the Griffith Business School Board, having been circulated, were taken as read and confirmed subject to the following amendments:

Professor Liz Fulop being listed as attending.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES

Nil

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

3.0 ANNUAL PROGRAM MONITORING REPORTS

3.1 The Griffith Business School Board on the executive recommendation of the relevant Heads of Department, were asked to consider the following Annual Program Monitoring Reports for Griffith Business School undergraduate programs:
3.1.1 1002 Bachelor of International Finance (2005/0037284);
3.1.2 1176 Bachelor of Arts in Politics and Government (2005/0037285);
3.1.3 1001 Bachelor of Commerce in Financial Planning and Investments (2005/0037286);
3.1.4 1035 Bachelor of Commerce (2005/0037287);
3.1.5 1038 Bachelor of Commerce in Banking, Finance and Risk Management (2005/0037288);
3.1.6 1039 Bachelor of Commerce/Bachelor of Behavioural Science (2005/0037289);
3.1.7 1105 Bachelor of International Business (Nathan) (2005/0037290);
3.1.8 1106 Bachelor of International Business/Bachelor of Commerce (2005/0037291);
3.1.9 1107 Bachelor of International Business (Gold Coast) (2005/0037292);
3.1.10 1108 Bachelor of International Business/ Bachelor of Arts in Asian and International Studies (2005/0037293);
3.1.11 1142 Bachelor of Leisure Management (2005/0037294);
3.1.12 1144 Bachelor of Arts in Asian and International Studies (2005/0037295);
3.1.13 1147 Bachelor of Arts in Asian and International Studies/Bachelor of Commerce (2005/0037296);
3.1.14 1215 Bachelor of Hotel Management (2005/0037297);
3.1.15 1216 Bachelor of Hotel Management/Bachelor of Arts in Japanese (2005/0037298);
3.1.16 1217 Bachelor of Hotel Management/Bachelor of Business (2005/0037299);
3.1.17 1218 Bachelor of Business in Restaurant and Catering Management (2005/0037300);
3.1.18 1228 Bachelor of Commerce/Bachelor of Leisure Management (2005/0037301);
3.1.19 1233 Bachelor of International Relations (2005/0037302);
3.1.20 1256 Bachelor of Hotel Management/Bachelor of International Business (2005/0037303);
3.1.21 1270 Bachelor of Tourism Management (2005/0037304);
3.1.22 1034 Bachelor of Business (2005/0037310); and
3.1.23 1155 Bachelor of Business Management (2005/0037314).

3.2 Members noted that at the time of the meeting the report for the 1036 Bachelor of Arts in Japanese/ Bachelor of Business program had not as yet been received. Members noted that there was data missing from the reports submitted by the Department of International Business and Asian Studies and that this was required in order for the Associate Dean to prepare the Group report.

3.3 In discussing the reports generally, Dr Van Acker raised concerns with retention issues and strategies that the Department of Politics and Public Policy had attempted to put in place to support the 1176 Bachelor of Arts in Politics and Government program. Dr Van Acker advised that they had been successful in some areas but more work would be required at the Group level to tackle retention issues.
3.4 Professor Shulman raised the issue of the purpose of Annual Program Monitoring as much work was already being done for accreditation purposes. The Associate Dean advised that this is a University requirement and had advised that the University was in the process of reviewing the timing of the annual reporting cycle. Members agreed that external data, such as the data coming from CEQ, was an important area for consideration. Members noted that a benefit of the recent review of undergraduate programs would reduce the number of reports required as part of this process.

3.5 The above Annual Program Monitoring Reports will provide the basis for a report that is to be prepared by the Associate Dean (Curriculum, Teaching and Learning) for consideration and endorsement by members at the next Griffith Business School Board (16 September) meeting. It was agreed that the Associate Dean would address double degree program issues in the report.

3.6 The Pro-Vice Chancellor and Dean (Business) will then provide a written report on the Griffith Business School's Annual Program Monitoring process to be considered at the October meeting of the Learning and Teaching Committee.

Resolution:

3.7 The Griffith Business School Board, on the executive recommendation of Heads of Department, resolved to recommend to the Learning and Teaching Committee the Annual Program Monitoring Reports for Griffith Business School undergraduate programs, as outlined in paragraph 3.1 above.

4.0 SPECIAL PURPOSE SUBMISSION
9316 POSTGRADUATE QUALIFYING PROGRAM (PQP) GRIFFITH BUSINESS SCHOOL (GBS) AGREEMENT

4.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies, was asked to consider a Special Purpose Submission for the 9316 Postgraduate Qualifying Program (PQP) Griffith Business School (GBS) Agreement, as detailed in 2005/0037308, for introduction in semester 1, 2006. The Associate Dean, Postgraduate Studies spoke to this item at the meeting.

4.2 The PQP is a non-award program designed as a bridging program for potential Griffith University's master's students, in conjunction with QIBT. The Associate Dean, Postgraduate Studies, advised that a number of changes were made to ensure consistency in the GBS Agreement and the revised program structures for introduction in 2006.

4.3 The Associate Dean advised that the former structure offered two streams taken over one semester of study that were designed to provide a) Stream A - an avenue for English language skills upgrade or, b) Stream B - an academic skills upgrade. The revised program would now offer a third stream, with c) Stream 3 offering students the capacity to upgrade both their English language skills and academic skills. Stream 3 would be undertaken over two academic semesters. The revised PQP program includes a foundation course designed for students without the appropriate academic background.
4.4 In considering the proposal further, members discussed the following:

4.4.1 The GPA requirement at 4.75. The Associate Dean advised that this was the Griffith standard cut-off for PQP programs;

4.4.2 Credit was permitted in the GU Agreement and that credit would only be granted for the foundation course (Stream A) and that students undertaking Stream C would be eligible to apply for credit, but that credit would only be awarded in line with current policy;

4.4.3 From an accreditation stand point, members agreed that students should not be admitted into the GBS Masters programs until all PQP requirements had been met;

4.4.4 The Associate Dean was asked to investigate what offer letter Griffith International were sending potential applicants to ensure that they correlated with new program offerings and that it should include detail about admission is after successful completion of PQP requirements;

4.4.5 Members suggested the need for a writing course within the PQP program; and

4.4.6 The Associate Dean to monitor the content of courses critically to ensure appropriateness of content and marking.

Resolution:

4.5 The Griffith Business School Board resolved to recommend to Programs Committee the Special Purpose Submission for the 9316 Postgraduate Qualifying Program (PQP) Griffith Business School (GBS) Agreement, as described in 2005/0037308, subject to the suggestions outlined in paragraph 4.4 above, for introduction in semester 1, 2006.

5.0 NEW PROGRAM SUBMISSION

3180 GRADUATE CERTIFICATE IN INDUSTRIAL RELATIONS

5.1 The Griffith Business School Board on the executive recommendation of the Head of Department, Industrial Relations and the Associate Dean, Postgraduate Studies, was asked to consider a New Program Submission for the 3180 Graduate Certificate in Industrial Relations, as detailed in 2005/0037309 (revised GBS PSC 2005/10000), for introduction (via Open Universities Australia) in semester 1, 2006. The Head of Department, Industrial Relations, Professor David Peetz, spoke to this item at the meeting.

5.2 Professor Peetz provided members with a background to the program which originated from a 2001 agreement with the CFMEU to offer a non-award certificate program in industrial relations to its members. This 3 year, $80,000 program, has been completed and has recently been opened up to a broader and diverse range of students interested in the study of industrial relations. In the context of this, and the recent review of postgraduate program offerings, the Department wished to withdraw the non-award Certificate in Industrial Relations and replace it with a postgraduate level program that would:
• Extend the current market beyond QLD via Open Universities Australia, thus having access to a national market base and providing flexibility in offerings;
• Open Universities Australia has agreed to this proposal and have provided funding to develop course materials at postgraduate level;
• The proposal of this program complements the new Master of Management (Employment Relations) program and could be undertaken by students as an upgrading strategy; and
• Fees were collected by Open Universities Australia with approximately 70% being returned to the University.

5.3 Professor Peetz indicated that Open Universities Australia are extremely interested in developing the program beyond a Graduate Certificate level qualification and that a Stage 2 development had been proposed to offer a Masters in Industrial Relations program.

5.4 In considering the proposal further, members made the following comments:

5.4.1 Concern expressed at budget meetings that the flow through from Open University Australia offerings had not been in the vicinity of what the University had been expecting. Members agreed to ask the Group Resources Manager to provide advice in this regard;
5.4.2 Issues for offering on-line programs in the context of delivering quality teaching as part of the accreditation process and that the OUA on-line offering appeared to place ourselves in competition with our on-campus offering under the Master of Management program;
5.4.3 The document be amended to include the background information as provided in paragraph 5.2; and
5.4.4 That section 4.0 Admission Requirements be amended to reflect the NOOSR guidelines.

Resolution:

5.5 The Griffith Business School Board resolved to recommend to Programs Committee, on the executive recommendation of the Head of Department, Industrial Relations and the Associate Dean, Postgraduate Studies, the New Program Submission for a 3180 Graduate Certificate in Industrial Relations, as described in 2005/0037309 (revised GBS PSC 2005/10000), subject to the amendments as outlined in paragraph 5.4, for introduction (via Open Universities Australia) in semester 1, 2006.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

6.0 PROPOSAL TO REVISE MISSION STATEMENT  
GRiffith Business School

6.1 The Griffith Business School Board, on the recommendation of the Director, Quality and Accreditation, was asked to consider a proposal to change its Mission Statement, as detailed in 2005/0037311, for immediate introduction. Professor Art Shulman spoke to this item at the meeting.
6.2 In considering the University’s Mission Statement and the Griffith Business School’s strategic goals, the Director, Quality and Accreditation advised that this proposal sought to ensure that the GBS statement remained consistent with the University’s mission, to “clean up” the wording contained within the GBS mission and including “values” as part of the GBS statements, with two additions to the values statement directly quoted from the University’s mission (refer dot points 3 and 4). Members were advised that an appropriate mission statement was required as part of the University’s strategic planning and would also be included as part of the accreditation materials.

6.3 In considering the amendments to the proposed mission statement, members provided the following comments:

- Dot point 2 should be amended to two areas covering partnerships and integration of theory and practice;
- Under Mission, confusion about the appropriateness of whether to include “cross-disciplinary” or “interdisciplinary”;
- The appropriateness of including the Top 10 aspiration within the Mission statement, however, it was noted that this is included within the University’s Strategic Plan;
- No reflection of equity and social justice, nurturing innovation and lifelong learning or sustainable enterprises and communities in the Mission statement;
- Strongly advocated for a shorter vision and mission statement that would reflect the goals of the Griffith Business School; and
- That the Mission Statement should be under constant review.

6.4 The Chair advised that the feedback from the Business Advisory Council would be included and requested that Heads of Department circulate the statement to colleagues for input. Members were advised to forward additional comments to the Director, Quality and Accreditation and that the revised Mission statement would be considered at the next meeting.

Resolution:

6.5 The Griffith Business School Board on the recommendation of the Director, Quality and Accreditation, resolved to reconsider the proposal to change its Mission Statement, as described in 2005/0037311, subject to the comments outlined in paragraph 6.3 above, at its next available meeting.

7.0 PROGRAM CONVENOR CHANGES

14.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving the following changes to Program Convenors for semester 2, 2005:

14.1.1 1255/1257 Bachelor of Marketing  A/Professor Gillian Mort
14.1.2 1228 Bachelor of Commerce/ Bachelor of Leisure Management  Dr John Rynne

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

8.0 DISCUSSION PAPER AND REPORT
TOWARDS AN INTEGRATED STRATEGY FOR ACCESS, ENABLING, PREPARATION AND BRIDGING PROGRAMS

8.1 The Griffith Business School Board were asked to consider a discussion paper and report “Towards an Integrated Strategy for Access, Enabling, Preparation and Bridging Programs”. The discussion paper arose out of a project review undertaken during 2005, with the Deputy Vice Chancellor (Teaching and Learning) and the Academic Registrar reviewing the University's current activities in the area of preparatory, enabling, access and bridging programs. This project culminated in a workshop held on May 6, 2005, which was attended by many of the staff who are involved in these activities.

8.2 The outcome of the project is the discussion paper and report, attached, – “Towards an Integrated Strategy for Access, Enabling, Preparation and Bridging Programs” - which presents the findings of the project and the workshop, summarises the pertinent environmental factors and discusses the issues coming out of the project affecting the University’s success in this area.

8.3 In considering the scope of the document, its 13 recommendations and 8 discussion points, members agreed that consideration should be provided in the context of the Griffith Business School’s teaching and learning strategic goals.

Resolution:

8.4 The Griffith Business School Board resolved to request its sub-committee, the Curriculum, Teaching and Learning Committee, to formulate a response on its behalf to the recommendation and discussion points in “Towards an Integrated Strategy for Access, Enabling, Preparation and Bridging Programs”, for forwarding to the Academic Registrar.

9.0 FACULTY CITATION PROCESS

9.1 The Griffith Business School Board was asked to consider the discussions held by the Teaching and Learning Excellence Committee (TLEC) in relation to the changes arising with the introduction of the Carrick Institute and their proposed revisions and increased number of National Learning and Teaching Awards in 2006. It is intended that a new Faculty Learning and Teaching Citation (FLATC) process, along with the Griffith University Awards for Excellence in Teaching (GAET), will assist the University in determining nominations for the Australian Awards for University Teaching (AAUT).

9.2 In support of this initiative, the Griffith Business School Board were asked to invite staff to submit a two-page application addressing the selection criteria, as part of the new Faculty Learning and Teaching Citations process. Six citations, with a total value of $12,000, are to be awarded within the Griffith Business School. One of the key signatures of the Academic Plan is Engaging Students and the citation process is designed to recognise and reward, at the Faculty level, truly engaged teachers who are student-centred and respect students as active members of their (Faculty) learning community.
9.3 Considering the scope and nature of this process, members discussed whether it is appropriate under the policy for this matter to be considered by its sub-committee, the Curriculum, Teaching and Learning Committee.

Resolution:

9.4 The Griffith Business School Board resolved to request its sub-committee, the Curriculum, Teaching and Learning Committee, to consider the submissions put forward as part of the Faculty Learning and Teaching Citation Process, to determine recipients based on the selection criteria, and to forward on its behalf the 100 word citations (for recipients only) to the Secretary, Educational Excellence Committee for announcement by the Deputy Vice Chancellor (Teaching and Learning) in late October.

10.0 RESEARCH QUALITY FRAMEWORK

10.1 The Griffith Business School Board was asked to consider documents (attached) about its proposals in response to the Research Quality Framework exercise. Professor Liz Fulop spoke to this item at the meeting.

10.2 Members were asked to consider the following documents:

10.2.1 Griffith Business School RQF Committees (dated DRAFT 4 August 2005) (2005/0037312);
10.2.2 Evidence Portfolio (listed as Attachment 7 in 15.2.1); and

10.3 Professor Fulop advised that the Research and Postgraduate Studies (RAPS) Committee, in considering the Research Quality Framework (RQF) Exercise, had requested that Faculty Boards establish their own RQF Committees. Professor Fulop advised that this would take place within the GBS as part of the work of the Research and Research Training (R&RT) Committee, with the committee to be fully operational by early September, and that this model appeared to be the most devolved within the University community.

10.4 At the RAPS Committee discussion, the Deputy Vice Chancellor (Research) raised a number of points with a view to making the context of such changes for Faculties to implement a sound strategy as part of their Research Plans (due in by September), as follows:

10.4.1 Trailling the strategy within 2006;
10.4.2 Use of proformas for staff to document quality research and research impacts. The AVCC document was considered an appropriate proforma, with some minor modifications to take place; and
10.4.3 What is required to be collected in terms of your research and what will assist to “prove” the quality of your research.
10.5 In considering the RQF Exercise, Professor Fulop encouraged all GBS staff to attend the Deputy Vice Chancellor (Research) information sessions and to prepare their information as if a full trial would be proceeding in mid-2006. It was noted that Departments may already have a Research Committee and/or Heads of Department were encouraged to develop discipline committees so that a local determination of what represents “quality output” could be considered at the local level, given the complexity of the GBS. Members agreed that this was also an opportunity to engage all staff with the process.

10.6 While it was noted that the development of the GBS Research Plan is to be an educative and co-operative process, it does rely on the input of staff and Heads of Department are asked to seek advice from Department colleagues. Members noted that this would also be a cultural change process that would shift staff's perception about “quality research” and elevate their ideas about “quality impact”.

10.7 Professor Peetz raised that there appeared to be no net advantage in undertaking a trial RQF exercise during 2006 and that the GBS may be better off re-shaping Activity Log mechanisms to capture the relevant information on support of the RQF changes. Members agreed to seek advice from the Human Resource Manager on this issue.

10.8 In considering the benefits of the RQF trial exercise, members noted the experience of the UK RQF Exercise and that many of the activities undertaken by staff were not included, thus affecting the University's ranking. It was agreed that a trial exercise would be an opportunity for an audit, not detailed individual audits, to determine the position of the Group and the University. The Associate Dean, Research and Research Training advised that the Deputy Vice Chancellor (Research) had considered that a trial audit would assist staff in providing their research detail.

10.9 The Associate Dean, Research and Research Training advised that she is currently putting together statistical data around DEST outcomes and that it was considered likely that conference papers would no longer be included. Heads of Department and Research Centre Directors were recommended to strongly encourage colleagues to publish refereed articles out of their conference papers. In discussing DEST reports, it was raised that some staff did not submit their required data and that this is of serious concern. Currently there is no mechanism to deal with situations like this and the Associate Dean will consider this issue process.

10.10 In considering DEST payments further, the Associate Dean, Research and Research Training advised that the GBS was seen as quite generous in returning IGS monies to individuals. It was considered that it may be appropriate to change reward patterns in order to develop quality publications and that pooling monies for research projections may be considered as a strategic advantage. Reward incentives would also be considered as part of the GBS' Strategic Plan.

Resolution:

10.11 The Griffith Business School Board was asked to consider documents (attached) about its proposals in response to the Research Quality Framework exercise and agreed that Heads of Department were to advise the Associate Dean, Research and Research Training of the following:
10.11.1 Suggestions for modification to the Research Quality Framework Terms of Reference and Committee membership; and
10.11.2 The details relating to the establishment of Departmental-level Committees.

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

11.0 CHAIR’S REPORT

11.1 Professor Michael Powell, Pro Vice Chancellor and Dean (Business), provided an oral report at the meeting.

11.2 The Chair discussed a range of issues as follows:

11.2.1 Budget
The Chair advised that the budget would be tight as an increase in recruitment spending had taken place, particularly with senior appointments. Finance and Business Services (FBS) have been asked to detail such expenses so that consideration of (future) spending surrounding appointments can be undertaken.

The second semester load data looks as if it will be marginally below budget, with international enrolments decreasing (refer Agenda Item 8.0). The Chair advised that this is a serious area of concern for the GBS.

Preparation for the 2006-2008 budget has commenced with no changes expected for 2006, however the deficit of 350 eftsu of the Science and Technology Group will impact upon the budget overall. The Chair advised that it is unrealistic to expect the Science and Technology Group to recover and meet its expected load intake during 2006 and hence adjustments may need to take place which will affect other Groups, particularly the GBS and AEL. Recognition has been received that the GBS has reached its maximum capacity and that the issue of placing the Science and Technology load elsewhere in the University is contentious. Further, there would be some increase for Fee-Paying load, however, the increase was expected to be marginal at around 5%, with some expectation that it will decline in 2007/2008. This would assist the GBS to focus on a more sustainable trajectory of ensuring its quality of programs and intake of students. Members noted that RHD and FPPG was expected to be an area of targeted growth.

In considering load and budget issues, members raised concern as to whether the University would allocate to other areas in the major recruitment round. The Chair advised that he would advocate strongly on behalf of the GBS to ensure that this doesn’t happen and wished to express thanks to the Director, Quality and Accreditation for playing “hard ball” during the last round when the Group received extra load but also managed to receive extra resources.
In considering other issues, the Director Quality and Accreditation raised the following points:

- During the major offer round the GBS receives approximately 23% of HECS fees compared with what is received across other fee categories. With the shift in Science and Technology places to other Groups, this would significantly impact on the University’s budget as Science is funded at a higher HECS rate compared with Business and the Arts; and
- Issues surrounding the increase in numbers further emphasises issues surrounding quality control and this has impact on the accreditation process;

11.2.2 Science and Technology Taskforce
The Deputy Vice Chancellor (Teaching and Learning) has established a taskforce to consider the issues surrounding declining enrolments in the Group. Members noted that enrolments in this area had been declining steadily across the State and that competing institutions with higher profiles were more successful, leaving Griffith with a much smaller market share. Further the impact of less students undertaking science study areas at high school is seen to be a national issue.

11.2.3 Teaching and Learning Performance Fund
The Chair advised that Griffith was ranked 22nd and that this was not a good result and that the University was struggling as to how to present this as a substantial amount of money is tied to such rankings. With over $275M available in the fund, it was now unclear as to how much money Griffith would receive, and how much would flow down to the Group level. Members noted that Wollongong University ranked 1st, the University of Queensland came in the Top 5 and that the Queensland University of Technology ranked below Griffith.

Members were advised that they should focus on the areas of retention and employment rates of graduates.

11.2.4 Staff Appointments
The Chair advised that the GBS had been successful in five new recent senior appointments in the Departments of Management, TLHS, AFE and IBAS. Several other new appointments are still to be finalised.

12.0 ASSOCIATE DEAN, CURRICULUM, TEACHING AND LEARNING’S REPORT

12.1 Due to Professor Bill Shepherd’s absence, no report from the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) was provided at the meeting.

13.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES’ REPORT

13.1 Professor Lorelle Frazer, Associate Dean, Postgraduate Studies (Griffith Business School), provided an oral report at the meeting, and included two attachments to support the report (see attached).

13.2 The Associate Dean provided a summary of activities for members as follows:
- A successful cocktail function was held last week as part of the postgraduate engagement strategy with 75 students attending at Nathan and 50 at the Gold Coast;
- The 1st edition of the electronic postgraduate newsletter will be distributed next week;
- Executive Advancement Guide (postgraduate brochure) is currently in production;
• GBS Information booths will be available at the HR Week and the MBA Postgraduate Expos in September;
• Targeted industry visits are to take place and class visits within the GBS and the University encouraging students to undertake postgraduate level study within the GBS;
• An analysis of enrolments in postgraduate programs had taken place and it was noted that enrolments were considerably declining in the MBA suite of programs, Asian Studies, Management and Strategic Information Systems programs;
• An analysis of enrolments in postgraduate programs had taken place and it was noted that enrolments have grown in the areas of Master of Public Administration, Industrial Relations and Event Management areas, with International Business and Sport Management maintaining enrolment levels.

13.3 In discussing the attached document “Postgraduate Qualifying Outcomes" (2005/0037305), the Associate Dean advised that there were approximately 20 enrolments out of the PQP program, with 9 students having a GPA of 5.0 or higher. 12 students ended up with a GPA of 4.75 and had progressed into Masters programs within the GBS. Members noted that the Griffith PQP agreement included a GPA of 4.75 while the GBS has a standard GPA within its programs of 5.0. Members noted that Agenda Item 11.0, Special Purpose Submission 9316 Postgraduate Qualifying Program (PQP) Griffith Business School (GBS) Agreement (2005/0037308), considers these issues further.

13.4 In considering the attached document “Guidelines for Monitoring Postgraduate course enrolments (including postgraduate courses with low enrolments)” (2005/0037306), the Associate Dean advised that RHD enrolments and the Department of Politics and Public Policy’s enrolments through OUA had been excluded. In preparing the guidelines, the following two issues were considered:

13.4.1 capping enrolments and a series of suggestions had been included for staff;
13.4.2 some Departments are running “piggy-back” undergraduate and postgraduate programs and that this practice could no longer continue. Lists of courses operating under such arrangements would be forwarded to Heads of Department to ensure that this practice no longer takes place. The Director, Quality and Accreditation supported this and suggested that honours students may be mixed in with postgraduate courses only.

13.5 In considering such issues further, the Director, Quality and Accreditation advised that a broader discussed needs to take place within the GBS in relation to the minimum threshold set within the Minimum Enrolments Policy (Postgraduate Courses). While the current policy sets a minimum of 10 students per postgraduate course, the breakeven point may more realistically fall within approximately 40 students per postgraduate course. The Director, Quality and Accreditation further raised that a Minimum Enrolments Policy for undergraduate courses should also be developed to guide Heads of Department. In considering the issue of minimum enrolments, staff raised the following:
• Consideration must be given to factoring in administrative workload, University percentage of coursework earnings, building in a percentage for innovation;

• Concern was expressed in the Economics area as RHD students come from Masters enrolments and that such a practice may see declining students in the RHD area for this discipline.

13.6 The Chair advised that additional work would be required to define the break-even point for both undergraduate and postgraduate courses and that a decision-making process needs to be put in place to support this process. The Chair agreed to ask the Associate Dean, Curriculum, Teaching and Learning, to develop a similar policy document for undergraduate courses within the GBS for implementation in 2006.

14.0 ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING’S REPORT

14.1 Professor Lorelle Frazer, Associate Dean, Postgraduate Studies (Griffith Business School), provided an oral report at the meeting.

14.2 The Associate Dean advised that a number of items that had been discussed at recent University meetings did overlap with Agenda Item 15.0, Research Quality Framework (2005/0037312). The following matters were discussed with members:

14.2.1 Discussion at RAPS Committee with respect to the reporting relationships of Research Centre Directors and Heads of Schools/Departments. The Associate Dean advised that they key issue raised was with respect to the review of postgraduate support, particularly with students who are re-submitting their PhDs. Statistics have been requested for the GBS from the Office for Research;

14.2.2 University wide consultations taking place to discuss the Research Plan. The Associate Dean thanked members for their feedback provide to date, particularly junior staff within the GBS;

14.2.3 University’s RQF Committee will meet on 28 August, with membership consisting of the Professor Liz Fulop, Associate Dean (Research & Research Training, GBS), Professor Gillian Bushell, Portfolio Dean (Research, Commercialisation, & Intellectual Property, Griffith Science & Technology), Professor Kay Ferres, Dean, Faculty of Arts (Arts, Education and Law Group), Professor Drew Nesdale, School of Psychology (Health Group), Professor Joy Cumming, Acting Dean, Graduate Studies.

The Deputy Vice Chancellor (Research) is conducting consultations at present and a number of uncertainties surround the issue, which include the unit of analysis, the percentage of staff included in the RQF exercise, whether the University undertakes its own audit, and the issue of Activity Logs and reporting links in order to reduce duplication of effort. A proforma document is to be developed and finalised in December for use in the exercise during mid-2007.
14.2.4 In conjunction with the Chair, the Associate Dean advised that a review of the ARC Incentive Scheme is to take place within the GBS with a view to providing incentives for staff to provide support, as the ARC Discovery Performance within the GBS is quite low. A trial period will take place.

14.2.5 There is also funding available (RHD Completion Support Funding) that enables staff who are within 6 months of completing their PHD to access support. Heads of Department are encouraged to alert staff to this funding opportunity.

15.0 DIRECTOR OF INTERNATIONALISATION, COMMERCIALISATION AND COMMUNITY PARTNERSHIPS’ REPORT

15.1 Professor Glenda Strachan has provided her apologies for the meeting.

15.2 The Chair alerted members to the data provided in the attached document, International Student Admissions figures (data as at 8 August 2005) (2005/0037307), and suggested that while marking efforts have dropped off, increasing interest and enrolments have come from Indonesia and Thailand, while the Department of THLS has seen fluctuations in enrolments from one semester to the next.

15.3 The Chair commented that he was pleased with the diversity of students studying within the GBS, as noted by the data provided in the attached document, International Student Admissions by Country of Origin (data as at 15 March and 15 August, 2005 (2005/0037313).

16.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

16.1 Professor Art Shulman, Director of Quality and Accreditation, provided a brief oral report at the meeting.

16.2 The Director noted that he was extremely busy with the accreditation process and was focussing on the AACSB Accreditation Plan, with a draft document being prepared for feedback from the AACSB Mentor, Professor Eileen Peacock and the Pro Vice Chancellor and Dean (Business), Professor Michael Powell. Once finalised, the confidential document will be circulated to senior GBS staff members. The Director wished to express his thanks to all staff within the GBS for their support in preparing these documents.

16.3 During September, the Director will be shifting attention to the EFMD accreditation process, with preliminary information being circulated to GBS staff shortly. The EFMD major report is due in by mid-November and a site visit will be occurring during March 2006 (dates to be finalised). The EFMD report will focus on alumni, international partnerships and connection with the external community. The Director will liaise with Professor Glenda Strachan, Director, Internationalisation, Commercialisation and Community Partnerships with respect to these matters also.
17.0 FIRST YEAR ADVISORS REPORTS

17.1 The Griffith Business School Board was asked to remind First Year Advisors that a report, as per the existing Role of the First Year Advisor statement, outlining orientation activities for semester 1 and 2, 2005 is to be provided for consideration at the next (16 September) meeting.

17.2 First Year Advisors reports are required as follows:

- 1001 B Commerce in Financial Planning & Investments: Professor Chew Ng
- 1002 B International Finance: Dr Mohammad Khoshnevisan
- 1034 B Business: Dr Joo-Gim Heaney
- 1035 B Commerce: Dr Maree Boyle
- 1038 B Commerce in Banking, Finance & Risk Mgt: Dr Maree Boyle
- 1039 B Commerce/B Behavioural Science: Dr Maree Boyle
- 1105 B International Business (NA): A/Professor William Case
- 1106 B International Business/B Commerce: A/Professor Leong Liew
- 1107 B International Business (GC): A/Professor Javed Maswood
- 1108 BA in Asian and Int. Studies/B Int. Business: A/Professor Leong Liew
- 1142 B Leisure Mgt: Dr Kathy Lloyd
- 1144 BA in Asian and International Studies: Dr John Butcher
- 1147 BA in Asian and Int. Studies/B Communication: Professor Nick Knight
- 1176 BA in Politics and Government: Dr Giorel Curran
- 1215 B Hotel Mgt: Dr Tracey Harrison-Hill
- 1216 B Hotel Mgt/BA in Japanese: Dr Tracey Harrison-Hill
- 1217 B Hotel Mgt/B Business: Dr Joo-Gim Heaney/ Dr Tracey Harrison-Hill
- 1228 B Commerce/B Leisure Mgt: Dr Maree Boyle
- 1233 B International Relations: Dr Tom Conley
- 1255 B Marketing (NA): A/Professor Robert Rugimbana
- 1256 B Hotel Mgt/B International Business: A/Professor Javed Maswood/ Dr Tracey Harrison-Hill
- 1257 B Marketing (GC): A/Professor Robert Rugimbana
- 1270 B Tourism Mgt: Dr Tracey Harrison-Hill
- 1271 B Hospitality Mgt: Dr Tracey Harrison-Hill

17.3 Heads of Department advised that the First Year Advisors reports for the following programs would be requested from:

- 1038 B Commerce in Banking, Finance & Risk Mgt: Dr Eduardo Roca

17.4 Members were also advised that the Griffith Business School Board will also be asked to consider and approve the First Year Advisors for 2006 programs at the next (16 September) meeting. The Chair requested that the Associate Dean, Curriculum, Teaching and Learning, be advised of this requirement.

18.0 COURSE OUTLINE PROJECT

18.1 Members were advised that the University is making significant changes to the management of courses for implementation in 2006. This is taking two forms - the Course Outline project; and the Evaluation project. Both are central to the University’s objectives to improve the quality of student experiences at Griffith, and both projects have implications for academic staff and in particular for
Course Convenors. Members will recall that the Evaluation project was implemented at the end of semester 1, 2005.

18.2 During 2005, the Course Outline project is being piloted with seven trial schools and will be fully implemented in the lead up to semester 1, 2006. The 2005 trial Schools are:

- School of Arts, Media and Culture
- School of Environmental and Applied Sciences
- School of Environmental Planning
- School of Medical Science
- Griffith Law School
- Department of Marketing (GBS)
- School of Nursing (Logan only)

18.3 The Course Outline Project’s central purpose is to better meet the needs of students by ensuring that all courses on offer are supported by a current Course Outline with consistent content and presentation, available to students in a timely manner via a central location. To this end, Academic Committee (4/2004 meeting) adopted the revised Course Outline Requirements policy for University-wide implementation in semester 1, 2006.

18.4 The approved revisions to the University’s course outline processes include three significant changes:

- Introduction of a prescribed course outline template which sets out the content, structure, and style for all of the University’s course outlines;
- Introduction of a new web-based system to support the process of creating, modifying, approving and publishing course outlines (the Course Outline system) delivered via the Griffith Portal;
- Introduction of the following publication deadlines for course outlines:
  - First week of February for Semester 1 courses
  - Week 15 of Semester 1 for Semester 2 courses
  - Week 15 of Semester 2 for Semester 3 courses

18.5 The Deputy Vice Chancellor (Teaching and Learning) advised all academic staff in early July via e-mail about the course management improvement processes and provided details of the Change Management Group established to ensure that these important changes are implemented as smoothly as possible across the University. Further advice about training and support available for new users of the Course Outline system and template will be communicated to all academic staff via e-mail from the Deputy Vice Chancellor (Teaching and Learning).

18.6 Course Outline system and template introductory sessions for Course Convenors will be held at each campus in the week beginning 19 September. These sessions will be repeated in the week beginning 10 October, and again in the week beginning 9 January.
18.7 The Teaching and Learning Excellence Committee (TLEC), at its July meeting, endorsed a communication plan for University-wide implementation of the Course Outline project, which seeks to ensure staff awareness of the revised business process for course outlines and understanding of individuals' course outline responsibilities. The plan recognises the role of Faculty Boards as contributors to successful implementation of these revised Course Outline processes through maintaining awareness of implementation progress and as a feedback mechanism to the Change Management Group regarding implementation issues. Updates on implementation of the Course Outline project will be provided for the information of members throughout semester 2, 2005.

18.8 Similarly, Heads of Schools are requested to include the course management changes as a standing item on School/Department Committee agendas to monitor implementation progress and to ensure a feedback mechanism for any implementation issues which may arise within the School/Department. The Change Manager for the Course Outline project, Elizabeth O'Brien, can be contacted via e-mail to e.obrien@griffith.edu.au or phone ext. 54052.

19.0 NEW AND REVISED UNIVERSITY POLICIES

19.1 The Griffith Business School Board was asked to note a new policy, Elite Athlete Support Policy (2005/0007555) approved at the 21 July (3/2005) Academic Committee meeting. This new policy encapsulates Griffith's commitment to practices which support Australia's elite athletes to achieve academic and sporting excellence. This commitment is consistent with Griffith's long-standing support of elite athletes through the Sports Scholarship Scheme and the Elite Athlete Friendly University Agreement made between the University and the Australian Sports Commission and the Queensland Academy of Sport (20 October, 2004). This policy is consistent with the Australian Sports Commission's Guiding Principles for Implementation of the National Network of Athlete Friendly Universities.

19.2 The Griffith Business School Board was also asked to note changes to the following policies, approved at the 21 July meeting (3/2005) Academic Committee meeting, which are available on the Policy Library website (http://www62.gu.edu.au/policylibrary.nsf):

19.2.1 Assessment Policy (2005/0038511)
19.2.2 Course Approval and Evaluation Policy (2005/0025003)
19.2.3 Course Outline Requirements Policy (2005/0025004)
19.2.4 Examinations Timetabling Policy and Procedures (2005/0038512)
19.2.5 Intellectual Property Policy (2005/0038522)
19.2.6 Intellectual Property Procedures (2005/0038510)
19.2.7 Faculty Review Process (2005/0038518)
19.2.8 Policy on Casual Academic Staff Professional Development Teaching and Learning Program (2005/0038507)
19.2.9 Policy on Student Evaluation of Courses (2005/0025001)
19.2.10 Policy on Student Evaluation of Teaching (2005/0025002)
19.2.11 Principles for the Griffith Framework for Evaluating Programs, Courses and Teaching (2005/0025005)
19.2.12 Professional Doctorate Policy (2005/0038514)
19.2.13 Research Higher Degree Policy (2005/0038515)
19.2.14 Role of the Course Convenor Statement (2005/0000479)
19.2.15 Student Charter (2005/0025006)
19.2.16 Student Centred Education Policy (2005/0007658)

20.0 OTHER BUSINESS
Nil

21.0 NEXT MEETING

21.1 The next meeting of the Griffith Business School Board will be held on Friday, 16 September 2005, 10:00am till 1:00pm (lunch provided at approximately 1:00pm), via videoconference in the Bray Centre, Level 2, Room 2.06, Nathan Campus (N54_2.06) and in the Information Services Building, Level 3, Room 3.29, Gold Coast Campus (G10_3.29).

Confirmed: ........................................
           (Chair)

Date: ........................................
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Griffith Business School Board Members
Professor Michael Powell, Pro-Vice Chancellor and Dean (Business) (Chair) (ex officio)

Heads of Departments Directly Associated With the Faculty (ex officio)
Professor Chew Ng, Department of Accounting, Finance and Economics
Professor David Peetz, Department of Industrial Relations
Professor Leong Liew, Department of International Business and Asian Studies
Dr Louis Sanzogni, Department of Management
Professor Bill Merrilees, Department of Marketing
Dr Liz van Acker, Department of Politics and Public Policy
Professor Mike Davidson, Department of Tourism, Leisure, Hotel and Sport Management
Professor Ross Guest, Graduate School of Management

Associate Deans and Deputy Heads of Departments (appointed by the Group Pro-Vice Chancellor)
Professor Bill Shepherd, Associate Dean, Curriculum, Teaching and Learning
Professor Liz Fulop, Associate Dean, Research and Research Training
Professor Lorelle Frazer, Associate Dean, Postgraduate Studies
Dr Mohammad Tahir, Deputy Head of Department (Accounting)
Dr Eduardo Roca, Deputy Head of Department (Finance)
Associate Professor Saroja Selvanathan, Deputy Head of Department (Economics and Business Statistics)
Associate Professor Graham Cuskelly, Deputy Head of Department, Department of Tourism, Leisure, Hotel and Sport Management
Professor Kristine Toohey, Deputy Head of Department, Department of Tourism, Leisure, Hotel and Sport Management

Associate Professor Javed Maswood, Deputy Head of Department, Department of International Business and Asian Studies
Professor Arthur Shulman, Director, Quality and Accreditation

Co-opted Members (Term of Office: Two years up to, but not including, the ordinary meeting of the Griffith Business School Board in February 2006)
Professor Glenda Strachan, Director, Internationalisation, Commercialisation and Community Partnerships

Information Copies (without attachments unless stated)
Ms Alison Harris, Group Resource Manager, Business & Law
Ms Kerri-Maree Roman, HR Manager, Business & Law
Ms Justine Day, Marketing Manager, Business & Law
Ms Veronica Lampkin, INS Consultant, Business & Law
Ms Suzanne Pinchen, Business Development Management, Business & Law, Office for Commercialisation
Ms Tracey Howley, CEO, International Golf Institute Deans’ and Heads of Departments’ Secretaries, Griffith Business School Administrative Officers
Ms Lisa Cotterell, Executive Officer to the Pro-Vice Chancellor and Dean (Business)
Ms Mary Hassard, Credit Transfer and Articulations Managers, Student Administration Centre Co-ordinators, Office of Graduate Studies

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