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

The 4/2010 meeting of the Griffith Business School Board was held on Friday 20 August, 2010, from 9:30am – 1:00pm via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus and Room 1.04, The Chancellery (G34), Gold Coast campus.

MINUTES
PRESENT:
Professor Michael Powell (Chair)
Dr Robyn Hollander
Professor Graham Cusksley
Professor Chris Auld
Professor Christine Smith
Associate Professor Michael Barry
Professor Leong Liew
Professor Andrew McAuley
Professor Ciaran O'Faircheallaigh
Professor Kristine Toohey
Professor Jenny Stewart
Associate Professor Eduardo Roca
Associate Professor Laura Lawton
Professor Kate Hutchings
Professor Beverley Sparks
Professor Peter Jordan

BY INVITATION:
Ms Julia Phips and Ms Lisa Cotterell (for Item Number 4.1)
Dr Ruth McPhail (for Item Number 9.0)
Professor Parfo Singh and Dr Sept Rouhani (for Item Number 10.0)
Ms Kate Rees (Secretary)
Professor Chris Auld
Ms Julia Phips and Ms Lisa Cotterell
Professor Christine Smith
Dr Ruth McPhail
Professor Parfo Singh and Dr Sept Rouhani
Ms Kate Rees
Professor Marie Wilson
Professor Tony Makin
Associate Professor Simone Fullager

APOLOGIES:
Associate Professor Eduardo Roca
Professor Marie Wilson
Associate Professor Laura Lawton
Professor Tony Makin
Professor Kate Hutchings
Associate Professor Simone Fullager

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<td>COMMITTEE MEMBERSHIP (Agenda Item 2.0)</td>
<td>The Griffith Business School Board welcomed Professor Beverley Sparks, Director, Centre for Tourism, Sport and Service Innovation to her first meeting.</td>
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<td>CONFIRMATION OF MINUTES (Agenda Item 3.0)</td>
<td>The minutes of the 3/2010 meeting of the Griffith Business School Board will be circulated prior to the next meeting.</td>
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SECTION A: RECOMMENDATIONS AND REPORTS TO ACADEMIC COMMITTEE AND ITS SUB-COMMITTEES

NEW PROGRAM PROPOSAL
1373/1374 BACHELOR OF BUSINESS/BACHELOR OF JOURNALISM (#2010/0010546)
1378/1379 BACHELOR OF BUSINESS/BACHELOR OF COMMUNICATION (#2010/0010547) (Agenda Item 13.0)

The Griffith Business School Board was asked to consider two program proposals to establish the 1373/1374 Bachelor of Business/Bachelor of Journalism, as detailed in 2010/0010546, and 1378/1379 Bachelor of Business/Bachelor of Communication, as detailed in 2010/0010547, effective Semester 1, 2011. Dr Robyn Hollander, Dean (Learning and Teaching) introduced this item.

Members noted that double degree programs provide a pathway to attract high quality students. Members were asked to consider other opportunities for double degrees in 2012.

It was noted that an Economics specialisation is available under the Journalism

Recommended to Programs Committee
Forward proposals to Secretary, Programs Committee
Omission of 1303AFE to be followed up.
Consideration opportunities for new double degrees.

Committee Secretary (action taken)
Committee Secretary (action taken)
Heads of Department
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<td><strong>MAJOR CHANGE SUBMISSION (#2010/0010519)</strong> 1034 BACHELOR OF BUSINESS (LOGISTICS AND SUPPLY CHAIN MANAGEMENT) (Agenda Item 14.0)</td>
<td>The Griffith Business School Board was asked to consider a proposal to offer the Logistics and Supply Chain Management award major at the Gold Coast campus, as detailed in #2010/0010519, effective Semester 1, 2011. Members agreed to recommend the program proposal to Programs Committee.</td>
<td>Recommended to Programs Committee</td>
<td>Forward proposal to Secretary, Programs Committee</td>
<td>Committee Secretary (action taken)</td>
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<td><strong>MAJOR PROGRAM PROPOSAL (#20100010545)</strong> 1289/1290 BACHELOR OF BUSINESS (HOTEL, TOURISM, EVENT, REAL ESTATE &amp; PROPERTY, SPORT) (Agenda Item 15.0)</td>
<td>The Griffith Business School Board was asked to consider changes to the Real Estate and Property Development major, as detailed in #20100010545, effective Semester 1, 2011. Members agreed to recommend the program proposal to Programs Committee.</td>
<td>Recommended to Programs Committee</td>
<td>Forward proposals to Secretary, Programs Committee</td>
<td>Committee Secretary (action taken)</td>
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<td><strong>SECTION B: ACTION UNDER DELEGATED AUTHORITY</strong></td>
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<td><strong>COURSE PROFILES (Agenda Item 16.0)</strong></td>
<td>The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching) resolved to ratify course profiles for Semester 2, 2010.</td>
<td>Ratified</td>
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<td><strong>ADVICE OF PROGRAM WITHDRAWAL (#2010/0010543)</strong> 1346 BACHELOR OF ASIAN BUSINESS WITH HONOURS (Agenda Item 17.0)</td>
<td>The Griffith Business School Board, on the executive recommendation of the Pro Vice Chancellor (Business), resolved to ratify the withdrawal of the 1346 Bachelor of Asian Business with Honours, as detailed in 2010/0010543, effective Semester 1, 2011.</td>
<td>Ratified</td>
<td>Forward to Program Accreditation Officer</td>
<td>Committee Secretary (action taken)</td>
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<td><strong>MINOR PROGRAM PROPOSAL (#2010/0010544)</strong> 1314 BACHELOR OF BUSINESS (HONG KONG) (Agenda Item 18.0)</td>
<td>The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), and the Chair, Griffith Business School Board, resolved to ratify a Minor Program Proposal affecting the 1314 Bachelor of Business (Hong Kong), as detailed in 2010/0010544, effective Semester 2 2010 (September). This submission proposes a number of changes to the Marketing major offered in Hong Kong.</td>
<td>Ratified</td>
<td>Forward to Program Accreditation Officer</td>
<td>Committee Secretary (action taken)</td>
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<td>SECTION C: OTHER RECOMMENDATIONS AND REPORTS [TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]</td>
<td>NIL</td>
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<td>PRO VICE CHANCELLOR’S (BUSINESS) REPORT (Agenda Item 4.0)</td>
<td>Communications Officer (Business and Law) Ms Julia Phipps spoke to a written report. Executive Manager Report Ms Lisa Cotterell, Executive Manager, GBS attended the meeting to report on: Open Day Postgraduate meet and greet events Gold Coast marketing schedule. Members were asked to identify successful graduates who could be profiled by the school. Pro Vice Chancellor’s (Business) Report The Group Pro Vice Chancellor reported on the following: The rate of returns for the Sustainable Research Excellence initiative. Staff meetings have been held to discuss the current and future position of the GBS. An update was given on Operation Program Focus. Various engagement activities are be organised in semester 2 for final year students. Heads and Deputy Heads were asked to review the current list of GBS prizes and awards to assess the possibility of offering a prize/award to the top performing student in each discipline/program.</td>
<td>Noted</td>
<td>Forward details of successful graduates to Executive Manager, GBS. Review the list of current prizes and awards.</td>
<td>Committee members Heads and Deputy Heads of Department</td>
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<td>DEAN’S (LEARNING AND TEACHING) REPORT (Agenda Item 5.0)</td>
<td>The Dean (Learning and Teaching) spoke to a written report and provided an update on the Starfish trial.</td>
<td>Noted</td>
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<td>DEAN’S (RESEARCH) REPORT (Agenda Item 6.0)</td>
<td>The Dean (Research) reported on the following: 2009 Annual Research Report HDR thesis competition outcomes. A summary of the ERA Fields of Research was distributed.</td>
<td>Noted</td>
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<td>DEAN’S (INTERNATIONAL) REPORT (Agenda Item 7.0)</td>
<td>The Dean (International) spoke to a written report.</td>
<td>Noted</td>
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<td>HEADS OF DEPARTMENT REPORT (Agenda Item 8.0)</td>
<td>This item was deferred to the next meeting due to time constraints.</td>
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<td>GRIFFITH BUSINESS SCHOOL OUTREACH PROGRAM (Agenda Item 9.0)</td>
<td>Dr Ruth McPhail attended the meeting to provide a report on the Griffith Business School Outreach Program. Members noted and provided the following comments: The outreach program was introduced in response to a decline in student demand at the Gold Coast. A number of different initiatives are included in the program. The GriffBUS Outreach Program provides an opportunity for high achieving year 12 school students to experience university by studying a blended QSA and Griffith curriculum. 11 Gold Coast schools are participating in the program. Successful GriffBUS students are guaranteed entry to a GBS undergraduate program. The program is currently available to business students studying accounting, economics or management. There are plans to incorporate other QSA-recognised business courses in 2011. The Gold Coast Schools Business Ambassadors Program is aimed at year 10/11 students studying a business subject. Students are invited on campus to participate in a seminar series. The GriffBus Professional Development Seminar Series for staff will be launched in August. Other initiatives being considered include scholarship programs for students participating in the outreach programs and expanding the program to students not enrolled in a business course at school.</td>
<td>Noted</td>
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<td>CHANGES TO THE HIGHER DEGREE IN RESEARCH AND PROFESSIONAL DOCTORATE POLICIES (Agenda Item 10.0)</td>
<td>Professor Parlo Singh, Dean, Griffith Graduate Research School and Dr Sepi Rouhani, Graduate Research Studies Officer attended the meeting to discuss changes to the Higher Degree in Research and Professional Doctorate Policies. Members were advised that the August Academic Committee had approved changes to the Higher Degree in Research (HDR) and Professional Doctorate policies. The changes related to: Program duration, extension to maximum thesis submission date and lapse of candidature, Format of publications to be included in thesis for examination and compulsory completion of publications during candidature, and HDR milestones for early and mid candidature review. Members were provided with an implementation plan outlining the changes and</td>
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<td>transition arrangements for continuing students.</td>
<td>Members noted the changes and raised concerns regarding the introduction of the mid-career milestone and the consultation process followed prior to approval of the changes. The following issues were discussed: The mid-career milestone is set for 24 months after commencement and is aimed at encouraging students to publish during candidature. Clarification was received that the publication must be a HERDC or an ERA eligible output. Concerns were raised that some students may not be ready to publish in time to meet the mid-career milestone or that a low quality publication will be produced in an effort to meet the policy requirement. It was recommended that supervisors be able to approve exemptions or alternatives for non-compliant students. Developmental activities are required in the first year of the program in order to support students in achieving the mid-career milestone. Members were concerned that publishing early thesis material would impact on the students ability to publish the completed thesis in a quality publication. Students will be asked to submit the publication to a panel for review prior to formal submission. Members raised concerns about students potentially receiving negative feedback early in their career, and the impact of this on the remainder of their candidature. Concerns were raised regarding the consultation process followed prior to approval of the policy changes. Members queried whether consultation with supervisors had occurred. The Chair requested that members provide individual feedback on these changes to the Dean, GGRS.</td>
<td>Noted</td>
<td>Forward GBS orientation results to the Dean (Student Outcomes) and Deputy Vice Chancellor (Academic). GBS practice of scheduling only 10 weeks of tutorials per course to be reviewed.</td>
<td>Dean (Learning &amp; Teaching)</td>
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<td>QUALITY/ACCREDITATION ISSUES – STARTING@GRIFFITH SURVEY (Agenda Item 11.0)</td>
<td>Dr Robyn Hollander, Dean (Learning and Teaching) spoke to this item. The purpose of the Starting@Griffith Survey is to inform the ongoing review and enhancement of orientation and transition programs at Griffith. Commencing students are invited to respond to an online survey between weeks 4 to 7 of Semester 1. The results of the survey are reported in terms of 3 key scales and subscales: Engagement in Program Interactions with students and staff Effectiveness of orientation.</td>
<td>Noted</td>
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<td>Dean (Learning &amp; Teaching)</td>
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<td>The Dean (Learning and Teaching) prepared a preliminary discussion paper on the GBS results and advised that GBS needs to consider strategies to improve its performance in each scale.</td>
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<td>Members noted and provided the following comments: GBS has a low response rate to the Starting@GU survey. Given this, and the multi-disciplinary nature of the GBS programs, it is difficult to draw conclusive results. GBS receives a high number of neutral results which also impacts on overall scores. Semester 2, 2010 GBS students were surveyed immediately following orientation. The resulting scores were higher than those noted in the Starting@GU survey. The improvements can be partially attributed to the introduction of a revised GBS orientation program. It was agreed to forward the results of the GBS orientation survey to Dean (Student Outcomes) and Deputy Vice Chancellor (Academic). To further refine the orientation program it was recommended the students who didn’t attend be surveyed to identify barriers to attending. It was also recommended that students who attended orientation be asked to identify any aspects they felt were missing. Members noted that a sense of purpose is a key factor in predicting first year student retention, and agreed that orientation and first-year engagement activities should focus on strengthening this aspect. Members discussed opportunities for increasing staff engagement in order to improve the level of staff and student interactions, and opportunities to further integrate social media (eg. Facebook) into student engagement activities. Members discussed the further development of virtual orientation resources. Members felt, given the need to increase staff/student interaction, that these resources should compliment the on-campus orientation program rather than being considered a substitute. A need to improve attendance during semester was noted, in relation to Scale 1: Engagement in Program. It was agreed that the GBS practice of scheduling 10 weeks of tutorials per course limits the opportunities for early student engagement. Depending on the way in which a course is structure there may be no tutorials in the first three weeks of semester. It was agreed to re-consider this. Members recognised the level of work of staff involved in semester 2 orientation and extended their congratulations on the design of the new program.</td>
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<td>NEW PROGRAM CONCEPT BACHELOR OF BUSINESS (EVENT MANAGEMENT) - OFFSHORE (Agenda Item 12.0)</td>
<td>The Griffith Business School Board considered a proposal to offer the Bachelor of Business (Event Management) with the Singapore Institute of Management, effective January 2012. Professor Chris Auld, Dean (International) spoke to this item. GBS has been asked to consider offering a top-up program in Event Management with the Singapore Institute of Management (SIM). Students would complete an 18 month Diploma of Event Management with SIM, comprising 10 generic business modules and 5 specialised event management modules. Students will gain advanced standing towards the Bachelor of Business (Event Management) and complete the remaining courses over three semesters at Griffith. The top-up program may also be available to students from other institutions/pathways. Members provided the following comments and feedback: The profile of the off-shore partner institution aligns with the GBS strategic priorities. There is support for the proposal from the Department of Tourism, Leisure, Hotel and Sport Management. The impact of off-shore teaching on research performance needs to be addressed in the business case, especially if the teaching is above load. Strategies to reduce the impact of off-shore teaching on research performance across all programs may need to be considered. GBS Board provided in principle support for this program.</td>
<td>In principal support</td>
<td>Proposal Concept Proposal to be drafted</td>
<td>Dean (International)</td>
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<td>REPORTS OF SUB-COMMITTEES OF THE FACULTY BOARD (Agenda Item 19.0)</td>
<td>The Griffith Business School Board is noted the minutes from the July 2010 Learning and Teaching Committee.</td>
<td>Noted</td>
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<td>COURSE APPROVAL AND REVIEW PROCESSES (Agenda Item 20.0)</td>
<td>The Griffith Business School Board noted changes to the course approval and review processes.</td>
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<td>RESEARCH WEEK – AUGUST 19-26 (Agenda Item 21.0)</td>
<td>The Griffith Business School Board noted the details for Research Week.</td>
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<td>OTHER BUSINESS (Agenda Item 22.0)</td>
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<td>NEXT MEETING (Agenda Item 23.0)</td>
<td>The next meeting of the Griffith Business School Board will be held on Friday, 24 September 2010, from 9:30am till 1:00pm via videoconference in Room - 1.18, Business 2 Building (N72), Nathan and Room 1.04, The Chancellery (G34), Gold Coast campus.</td>
<td>Noted</td>
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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)  
Dr Robyn Hollander, Acting 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  
Professor Andrew McAuley, Department of Marketing  
Professor Ciaran O'Faircheallaigh, Department of Politics and Public Policy (Acting)  
Professor Kristine Toohey, 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 Tony Makin, Department of Accounting, Finance and Economics (Acting)  
Associate Professor Eduardo Roca, Department of Accounting, Finance and Economics (Acting)  
Professor Kate Hutchings, Department of Employment Relations and Human Resources  
Vacant, Department of Marketing  
Associate Professor Simone Fullagar, Department of Tourism, Leisure, Hotel and Sport Management  
Associate Professor Laura Lawton, Department of Tourism, Leisure, Hotel and Sport Management

**Research Centre Representatives (appointed)**  
Professor Beverley Sparks, Director, Centre for Tourism, Sport and Service Innovation  
Professor Peter Jordan, Deputy Director, Centre for Work, Organisation and Wellbeing

**Invited (for Audience and Debate)**  
NIL

**Information Copies**  
(without attachments unless stated)

Griffith Business School  
Group Resource Manager, Business  
Human Resource Manager, Business  
Marketing Manager, Business  
Communications Officer, Business and Law  
Business Development Manager, Business, Griffith Enterprise  
Deans’ and Heads of Departments’ Secretaries, Griffith Business School  
Executive Manager to the Pro Vice Chancellor (Business)  
Program Service Officers, Griffith Business School  
Planning and Management Support Officers, Griffith Business School  
Credit Transfer and Articulations Manager, Student Administration  
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