A meeting of the Griffith Business School Board was held on Friday, 2 December 2005, 2pm till 5:30pm, in the Boardroom, Graham Jones Building, Gold Coast Campus (G18_3.02).

MINUTES

PRESENT:
Professor Michael Powell (Chair)
Professor Lorelle Frazer
Professor Art Shulman
Professor Leong Liew
Professor Mike Davidson
Professor Chew Ng
Professor Bill Shepherd
Professor Bill Merrilees
Professor David Peetz
Professor Liz Fulop (via teleconference)
Associate Professor Graham Cuskelly
Dr Liz Van Acker
Dr Mohammad Tahir
Dr Nils Timo (for Dr Louis Sanzogni)
Dr Eduardo Roca
Professor Saroja Selvanathan

APOLOGIES:
Professor Ross Guest
Professor Kristine Toohey
Professor Glenda Strachan
Associate Professor Javed Maswood
Dr Louis Sanzogni

Present by Invitation:
Ms Maggie Hsieh, Alumni Coordinator, GBS (for Agenda Item 17)
Ms Robyn Stephens, Manager, Learning and Development, GBS (for Agenda Items 18 and 19)
Dr Wendy Green, Learning Adviser, GBS (for Agenda Items 18 and 19)
Dr Sara Hammer, Learning Adviser, GBS (for Agenda Items 18 and 19)
Ms Amanda Clark (Secretary)

1.0 CONFIRMATION OF MINUTES

1.1 The minutes of the 7/2005 meeting were taken as read and confirmed.

1.2 The minutes of the 9/2005 were taken as read and confirmed subject to the following amendments (revisions in strikethrough and bold):

Item 5.0 (page 3)

5.3 The Griffith Business School Board was asked to consider the (revised) Research Plan 2005-2008, Griffith Business School, as described in 2005/0037389 (revised 2005/0037358). Professor Liz Fulop, Ross Guest, Acting Associate Dean, Research and Research Training, spoke to this item at the meeting.
16.2.1 Heads of Department are asked to seriously consider the appropriateness of approving leave requests for 2006 as this is an important year for the GBS in terms of accreditation. With the accreditation expectation that 90% of staff are PhD qualified, we are not able to fill our staff roster with inappropriately qualified non PhD qualified staff. The Chair encouraged Heads of Department to take into consideration operational and a more serious to staff approval requests in light of accreditation requirements when considering leave requests, of the whole of the GBS (rather than a Department profile specific orientation).

16.2.2 Student Matters
The Chair advised that early QTAC results are positive, with TLHS demand appearing to increase from 2005 figures. The Pro Vice Chancellor (International) has advise that student demand overall is increasing strong.

16.2.3 (paragraph 5, page 15) After initial discussion with the Vice Chancellor, and included in the PhillipsKPA report, the Chair advised members that a Budget Advisory Committee was to be formed and that it was his intention The Chair advised members that the new structure requires a Group level Budget Advisory Committee be formed. It is intended that the GBS Executive form the Committee with a to nominate a Head of Department representative to represent the Griffith Business School. Details about this would be circulated when more information is available.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES
Nil

3.0 COMMITTEE MEMBERSHIP

3.1 The Chair wished to record a vote of thanks to Dr Mohammad Tahir, for his contributions to the work of the committee. Dr Mohammad Tahir has resigned from the Deputy Head of Department role within the Department of Accounting, Finance and Economics.

3.2 Further, the Chair wished to record a vote of thanks to Ms Amanda Clark (Academic Services Officer, Business and Law), for her contributions to the Griffith Business School during her secondment. Ms Clark will be taking up a Project Officer position within the Office of Human Resource Management.

SECTION A: RECOMMENDATIONS AND REPORTS TO ACADEMIC COMMITTEE AND ITS SUB-COMMITTEES
Nil
SECTION B: ACTION UNDER DELEGATED AUTHORITY

4.0 2006 PROGRAM DIRECTORS AND FIRST YEAR ADVISORS

4.1 The Griffith Business School Board was asked to consider the recommendation of the Associate Dean, Curriculum, Teaching and Learning (GBS) for the Program Directors for the 2006 revised suite of undergraduate programs as follows:

1105/1107 Bachelor of International Business    Dr Andi Riege
1035/1285/1286 Bachelor of Commerce    Dr Mark Brimble

4.2 The Associate Dean, Curriculum, Teaching and Learning (GBS) advised members that the finalisation of outstanding Program Directors for double degree programs (including non-hosted GBS programs) and First Year Advisors for all programs (including double degree programs and non-hosted GBS programs) would be made available for approval during December and January.

Resolution:

4.3 The Griffith Business School Board, on the recommendation of the Associate Dean, Curriculum, Teaching and Learning (GBS) resolved to approve the 2006 Undergraduate Program Directors, as described in paragraph 4.1 above, for introduction in 2006.

5.0 SPECIAL PURPOSE SUBMISSION

1078 BACHELOR OF ENGINEERING IN CIVIL ENGINEERING/BACHELOR OF BUSINESS (MANAGEMENT)

5.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a Special Purpose Submission, as described in 2005/0037379, for the 1078 Bachelor of Engineering in Civil Engineering/ Bachelor of Business (Management), for introduction in semester 1, 2006.

5.2 The special purpose submission seeks to make provision for the changes to the GBS component of this program (as approved by Programs Committee at their June meeting - refer 2005/0007679). Changes to this program include:

- Amendment of the program title, award designation and testamur title;
- Amendment to degree rules (including Learning Development requirements);
- Changes to the program structure to include the required courses for the Management award major; and
- Inclusion of transition arrangements for courses for students who commenced the program prior to 2006.

5.3 In gaining support for these changes, members were asked to note the advice of the Head of School, Engineering (Gold Coast), Dr Sam Fragomeni, whom advised that with the changes taking place as part of the Science and Technology Taskforce activities, that additional changes may be required for this program for introduction in 2007.

Ratified
6.0 SPECIAL PURPOSE SUBMISSION

1172 BACHELOR OF EXERCISE SCIENCE/BACHELOR OF BUSINESS (SPORT MANAGEMENT)

6.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a Special Purpose Submission, as described in 2005/0037378, for the 1172 Bachelor of Exercise Science/Bachelor of Business (Sport Management), for introduction in semester 1, 2006.

6.2 The special purpose submission seeks to make provision for the changes to the GBS component of this program (as approved by Programs Committee at their June meeting - refer 2005/0007679). Changes to this program include:

- Amendment of the program title, award designation and testamur title;
- Amendment to degree rules (including Learning Development requirements);
- Changes to the program structure to include the required courses for the Sport Management award major; and
- Inclusion of transition arrangements for courses for students who commenced the program prior to 2006.

6.3 The Head of School, Physiotherapy and Exercise Science (Gold Coast), Dr Lewis Adams, was consulted and supported the proposed changes.

Ratified

7.0 SPECIAL PURPOSE SUBMISSION

1013 BACHELOR OF BUSINESS/BACHELOR OF ARTS IN PSYCHOLOGY

7.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a Special Purpose Submission, as described in 2005/0037377 for the 1013 Bachelor of Business (Human Resource Management)/Bachelor of Arts in Psychology (Gold Coast) program, for introduction in semester 1, 2006.

7.2 The special purpose submission seeks to make provision for the changes to the GBS component of this program (as approved by Programs Committee at their June meeting - refer 2005/0007679). Changes to this program include:

- Amendment of the program title, award designation and testamur title;
- Amendment to degree rules (including Learning Development requirements);
- Changes to the program structure to include the required courses for the Human Resource Management award major; and
- Inclusion of transition arrangements for courses for students who commenced the program prior to 2006.

7.3 Members were also asked to note the advice of the Academic Services Officer (Health) that with the merger of the two psychology schools that additional changes are being considered, specifically a change to program title to Bachelor of Business (Human Resource Management)/Bachelor of Psychological Science, for introduction in 2007.

Ratified
8.0 SPECIAL PURPOSE SUBMISSION
1039 BACHELOR OF BUSINESS/BACHELOR OF BEHAVIOURAL SCIENCE

8.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a Special Purpose Submission, as described in 2005/0037402 for the 1039 Bachelor of Business/Bachelor of Behavioural Science (Nathan) program, for introduction in semester 1, 2006.

8.2 The special purpose submission seeks to make provision for the changes to the GBS component of this program (as approved by Programs Committee at their June meeting - refer 2005/0007679). Changes to this program include:

- Amendment of the program title, award designation and testamur title (from Bachelor of Commerce to Bachelor of Business);
- Amendment to degree rules (including Learning Development requirements);
- Changes to the program structure to allow for students to select a Business award major from those available under the revised Bachelor of Business program; and
- Inclusion of transition arrangements for courses for students who commenced the program prior to 2006.

8.3 Members were also asked to note the advice of the Academic Services Officer (Health) that with the merger of the two psychology schools that additional changes are being considered, specifically a change to program title to Bachelor of Business/Bachelor of Psychological Science, for introduction in 2007.

Ratified

9.0 MINOR CHANGE SUBMISSION
5308 MASTER OF INTERNATIONAL FINANCE

9.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Minor Change Submission, as described in 2005/0037401 for the 5038 Master of International Finance program, for introduction in semester 1, 2006.

9.2 Further to the recently approved “Advice of Program Withdrawal” (2005/0037263 Programs Committee 5/2005 (August), Item 18.0), the Department of Accounting, Finance and Economics is seeking approval to withdraw 7307AFE International Economics from offer at the Gold Coast campus only as part of the discontinued 5308 Master of International Finance program. The Department considered student demand and the implications of offering courses with low enrolments (refer GBS’ Minimum Enrolments Policy) and has determined that the withdrawal of 7307AFE will have a minimal impact, with only 2 students affected. As per the “Advice of Program Withdrawal” substitution of the withdrawn courses will be undertaken on a case-by-case basis.

Ratified
10.0 MINOR CHANGE SUBMISSION
1034 BACHELOR OF COMMERCE AND 1035 BACHELOR OF BUSINESS

10.1 The Griffith Business School Board, on the executive recommendation of the Head of Department (Management) and the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Minor Change Submission, as described in 2005/0037398 for the 1034 Bachelor of Commerce (pre 2006) and the 1035 Bachelor of Business and associated programs, for introduction in semester 1, 2006.

10.2 The submission seeks approval to make changes within the Bachelor of Business, Information Systems major (80CP) and Information Systems minor (60CP), specifically to amend the course title of 20007MGT Applications Development to 2080MGT Project Management for introduction in semester 1, 2006. The content and focus of these courses are significantly different and as such necessitate a separate course and field of education code.

10.3 Transitional arrangements have been included so that students who are undertaking a pre-2006 program will be able to complete 2080MGT Project Management as a replacement course for 2007MGT Applications Development.

Ratified

11.0 REVIEW OF PROGRAM SUPPORT, GRIFFITH BUSINESS SCHOOL

11.1 The Griffith Business School Board was asked to consider the document, “Review of Program Support – Griffith Business School”, as detailed in 2005/0037392. Members may recall that this item was held over from the 9/2005 (November) meeting (confidential item).

11.2 In introducing the document, the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) advised that the changes discussed in the paper had been given support from the general staff affected and had been duly consulted with the relevant union/s. The changes are designed to provide increased support to academic (program) functions and can be divided into two sections:

Assessment, Examinations and Timetabling Support – staff in this area would provide support for these functions with one nominated person per group to interface with the Head of Department;

Program Support – staff in this area would provide support for set programs and has been reorganised to provide support to the Program Directors.

11.3 In considering the document, members raised the following:

- Concern that this reorganisation would have a similar effect as the previous process that resulted in decreased support to academic functions;
- Concern expressed that this reorganisation gives Heads of Departments even less involvement in the management of resources;
- Concern that this reorganisation may have an adverse effect on the development (deskilling) and morale of staff.
11.4 Members were supportive of changes that would streamline and simplify contact with staff for routine matters. Members further requested that the proposal be trialled during 2006 with a review to take place mid-year so that appropriate consideration can be given to the new model and that the issues as outlined in 11.3 above are duly thought through.

11.5 In light of feedback, it was deemed appropriate that a review would take during 2006 that would consider the social and departmental relationships of staff within the GBS and its effect on morale, staff development opportunities and the (de)skilling members, and would also include an appropriate avenue for Heads of Department feedback.

Resolution:

11.6 The Griffith Business School Board resolved to approve the document, “Review of Program Support – Griffith Business School”, as detailed in 2005/0037392, subject to the concerns raised in paragraphs 11.4 and 11.5 above, for trial and review during 2006.

12.0 GRIFFITH BUSINESS SCHOOL ALUMNI NETWORK (GBSAN) DEVELOPMENT PLAN

12.1 The Griffith Business School Board was asked to consider the document, Griffith Business School Alumni Network (GBSAN) Development Plan, as detailed in 2005/0037405, for introduction in 2006.

12.2 In welcoming Ms Maggie Hsieh, Alumni Coordinator, Griffith Business School the Chair noted that the approach outlined in the document avoided following the traditional chapter-based approach to alumni relations.

12.3 The GBS’ Plan was developed in line with Griffith University’s strategic focus of and within the context of the Griffith Business School’s mission and its Operational Plan 2006-2010; with the latter outlining the importance of establishing a strong GBS alumni network, one which will effectively recruit, retain and engage domestic and international alumni. Its mission is as follows:

The Griffith Business School Alumni Network (GBSAN) will create innovative, social and professional opportunities, and maintain a strong commitment in collaboration with the communities, to engage our domestic and international alumni, to meet their dynamic needs, and to maintain a lifelong connection with Griffith Business School and Griffith University.

12.4 Ms Maggie Hsieh presented a powerpoint display to members which outlined the main aspects of the GBS’ plans for developing an effective alumni network, which included strategies in collaboration with various bodies including existing sub-chapters, the Office of External Relations, the Griffith International Office, and the Student Services Office. Each strategy has the aim of building a strong GBS alumni network. The priorities for 2006 were outlined as being a two-stage process, with stage one focusing on Awareness and Relationship Building, and stage two devoted to Involvement and Retention.
12.5 In considering the strategies, the GBS Family Program example was discussed and members were advised that it has worked well in Asia and would be modified for use within the GBS. This approach to alumni relations would provide a way to mix differing cultures and broaden social relationships.

12.6 In considering the Plan and associated strategies, members discussed that it may be worthwhile to consider how the Family Program may be transferred to the GBS in the context of large cohorts, that the presentation to the Alumni Advisory Group scheduled in the coming weeks be appropriately tailored and focused, and that some concerns remained about the interaction between existing Chapters (eg Leisure Studies) and the new network.

Resolution:

12.7 The Griffith Business School Board approved the Griffith Business School Alumni Network (GBSAN) Development Plan, as described in 2005/0037405, for introduction in 2006.

13.0 EVALUATION OF LEARNING DEVELOPMENT PLAN PILOT COURSE – 1001MGT MANAGEMENT CONCEPTS

13.1 The Griffith Business School, on the executive recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), was asked to consider the document, “Evaluation of Learning Development Plan Pilot Course – 1001MGT Management Concepts”, as detailed in 2005/0037406.

13.2 The Associate Dean, Curriculum, Teaching and Learning introduced members to Ms Robyn Stephens (Manager, Learning Support and Skills Development), Dr Wendy Green (Learning Adviser) and Dr Sara Hammer (Learning Adviser) who have been working on developing the program thus far within the course, 1001MGT Management Concepts.

13.3 In addition to the written report, Dr Hammer elaborated on the methods used to determine whether embedded skills worked in practice and if they did inform our own teaching and learning practices. By using both quantitative (CEQ, course questionnaires etc) and qualitative (interviews, thematic analysis, teaching staff responses) data it was determined, that overall, a positive response was received to the embedding of skills within the curricula. In particular, it became evident that this project relied on two key ingredients:

- Importance of Course Convenors’ ability and commitment to manage the process; and
- Critical requirement that tutors also have the required (level of) skills (students became increasingly aware of tutors who didn’t possess the required level of skill).

13.4 In evaluating the project, Dr Wendy Green discussed project performance in terms of student performance. In addition to information contained within the written report, Dr Green elaborated on the purpose of written assessment being designed so that submission occurs in two stages. It was acknowledged that conducting assessment in this manner enabled feedback to be more effective and valuable as it was given during the process and at the end, compared with traditional forms.
The histograms, outlined on page 3 of the report, further support this finding in that they demonstrate improved student performance through the use of the staged feedback process.

13.5 In considering the outcomes of the Project, further work would be required to roll it out across the additional courses identified in year one for 2006. The learning development courses across the revised GBS suite of 2006 undergraduate programs include:

- 1001MGT - Management Concepts
- 1011IRL - Employment Relations
- 1008IBA - An Introduction to Asia
- 1001IBA - International Relations
- 1005IBA – Introduction to International Business
- 1002HSL – Introduction to Research

13.6 The Pilot clearly demonstrates that this process of embedding skills is effective; that tutors play a crucial role in the learning of such skills; and the importance of providing opportunities for students to transfer or practice skills with a parity of expectations across courses within the GBS.

13.7 Ms Robyn Stephens advised members that they were successful in receiving teaching and learning grants to support this project and would be using such monies to develop resources for use by both students and teaching (tutoring) staff.

13.8 In considering the document and presentations of staff involved, members outlined that consideration be given to instances where students are granted academic credit, and embedding this program as part of the GBS courses offered within QIBT programs.

13.9 The Chair and the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) thanked Ms Robyn Stephens (Manager, Learning Support and Skills Development), Dr Wendy Green (Learning Adviser) and Dr Sara Hammer (Learning Adviser) for their work in this important area.

Resolution:


14.0 PROPOSAL FOR GRIFFITH BUSINESS SCHOOL TUTOR MANAGEMENT SCHEME

14.1 The Griffith Business School, on the executive recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), was asked to consider the document, “Proposal for a Griffith Business School Tutor Management Scheme”, as detailed in 2005/0037407, for trialling in 2006.
14.2 The Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) introduced members to Ms Robyn Stephens (Manager, Learning Support and Skills Development), Dr Wendy Green (Learning Adviser) and Dr Sara Hammer (Learning Adviser) who have been working on this proposal.

14.3 The Learning Development Unit is proposing to introduce a Tutor Management Scheme that will introduce and maintain a centralised system for the recruitment and selection of sessional and contract tutorial staff, and inducting, training, managing and mentoring of sessional, contract and continuing tutorial staff. It is proposed to trial the system during 2006 with a view to being fully operational for semester 1, 2007.

14.4 Ms Robyn Stephens (Manager, Learning Support and Skills Development) advised that there is a discernible variation of students performance between experienced and non-experienced tutors and that student feedback had also commented on this.

14.5 The Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) advised that for the Learning Development Plan to work, it will rely on a group of skilled tutors, but to do so, requires a systematic approach for the engagement, induction, training, managing and mentoring of those staff.

14.6 The proposal document seeks members’ support to investigate the feasibility of such a scheme with a final report presented to this Board for consideration. Further, with significant monies being available within the University community to support and enhance teaching and learning initiatives, the Learning Development Unit would also apply for signature grants (refer Deputy Vice Chancellor – Teaching and Learning – grant initiatives) to support such a task. Ms Robyn Stephens also acknowledged that any scheme would involve a consultative approach with Heads of Department and colleagues within Human Resource Management.

14.7 The Chair thanked Ms Robyn Stephens (Manager, Learning Support and Skills Development), Dr Wendy Green (Learning Adviser) and Dr Sara Hammer (Learning Adviser) for their work on this proposal.

Resolution:

14.8 The Griffith Business School, on the executive recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), resolved to trial a GBS Tutor Management Scheme, based on the document, “Proposal for a Griffith Business School Tutor Management Scheme”, as detailed in 2005/0037407, in 2006 subject to the points raised under paragraph 19.6 above.

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

15.0 NEW PROGRAM CONCEPT PROPOSAL
GBS FOUR YEAR PROGRAMS

15.1 The Griffith Business School Board was asked to consider a New Program Concept Proposal for the introduction of the Griffith Business School Four-Year Programs, as detailed in 2005/0037403, for introduction in semester 1, 2007.
15.2 With the introduction of a revised suite of Griffith Business School undergraduate programs for introduction in 2006, this proposal seeks to further refine GBS double degree programs by offering a unique and innovative double degree program whereby students are able to ‘design’ and broaden their business studies, leading to two GBS awards with specialised study areas. The GBS double degree program proposal allows students the flexibility of choosing a four-year program from those that are already offered within the GBS’ suite of undergraduate offerings. This distinctive approach has not yet been adopted by other elements in the University.

15.3 In considering the proposal, members raised the following:
- With increased flexibility of study options for students, this places a moral responsibility on both the University and the GBS to appropriately guide students. It was agreed that this was a major area for consideration and that the GBS and University together must address this. Therefore, the proposal should include within Section B a statement that acknowledges the requirement for career guidance and/or development in Years 2 to 4;
- At present, program and career advice is predominantly administered centrally and that this new proposal would further impact on the GBS’ ability to improve retention rates with students. In particular, the Chair expressed a commonly held view within the GBS that a localised approach to advice would support such initiatives and may lead to improved outcomes in learning experiences and retention;
- With respect to the market feasibility of a 320CP program, while the GBS currently offers a number of set double degree programs (referring to GBS hosted programs only), competitor institutions have been running similar arrangements over a number of years with quite successful enrolment outcomes.

Resolution:
15.4 The Griffith Business School Board resolved to recommend the New Program Concept Proposal for the introduction of the Griffith Business School Four-Year Programs, as detailed in 2005/0037403, to the Deputy Vice Chancellor (Teaching and Learning) for introduction in semester 1, 2007, subject to the following statement being included in Section B4 – Capacity to Offer Program – Other Resources:

“The University is to give consideration to central resource implications of providing greater academic related advice to students. This is particularly the case in the GBS due to the large and diverse cohort of students, eg. fee paying overseas students (FPOS).”

16.0 WORKLOADS MODEL, GRIFFITH BUSINESS SCHOOL

16.1 The Griffith Business School Board was asked to consider the revised Workloads Model, Griffith Business School, as detailed in 2005/0037399 (revised 2005/0037391) for implementation in 2006.

16.2 The Chair advised members that the process for consultation had been extended, and wished to thank the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) for chairing the committee.
16.3 In introducing the item, the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) provided the background to the model, and discussed that it had been amended several times in light of feedback. In considering the detail within the model, Section 2 of the document outlines the flexible work profiles and work categories with more detail contained within Tables 1 and 2 respectively. Section 3 proposed the model for operationalising the annual hours requirements for teaching, research and service – attempting to produce a balance between direct teaching allocations with sufficient flexibility to ensure the development of service and research profiles.

16.4 In considering the proposed model, members raised the following:
- Suggestion that this proposal would increase negotiations between individuals and Heads of Department and the Department of AFE advocated for the model to be more prescriptive;
- With regards to teaching preparation time, it was considered that the discretionary approach to this may become problematic.

16.5 The Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) responded to members comments by adding that the model focuses on hours (rather than courses) which allows Heads of Department to have more discretion in allocating individuals across various teaching aspects (with a commonly held view to allocate in lectures first). This model has been developed to take into consideration the views outlined in the Griffith Project, Academic Work @ Griffith, and the Academic Plan’s signature experiences – designed to increase Professorial staffs participation in teaching, principally across first year courses.

16.6 With respect to the issue of teaching preparation time, members discussed the issue further with the Chair determining that a vote was considered appropriate to resolve the matter. Members voted against this issue, with the model remaining as is with respect to teaching preparation time. In considering the overall proposal, members voted in favour of trialling the model in 2006, subject to consultation with Union/s.

Resolution:

16.7 The Griffith Business School Board resolved to recommend the proposed Workloads Model, Griffith Business School, as detailed in 2005/0037399 (revised 2005/0037391), to the Deputy Vice Chancellor (Teaching and Learning) for trialling during 2006, subject to consultation with Union/s.

16.8 The Griffith Business School in agreeing to the trial resolved that the Chair and Associate Dean prepare an appropriate communication to all Griffith Business School staff announcing the trial, and that this communication be sent in a timely manner to ensure smooth implementation for semester 1, 2006.
SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

17.0 CHAIR’S REPORT

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

17.2 The Chair covered the following matters in his report:

17.2.1 Teaching and Learning

The Chair was pleased to announce to members that Professor Michelle Barker, Department of Management, has won the national teaching award in the Law, Economics, Business and Related Studies category at the prestigious Australian Awards for University Teaching. Michelle was presented her award in Canberra on 29 November. Details of Griffith’s finalists have been included in an email communication (dated 30 November) by the Vice Chancellor and President.

Members were advised that the awards evening also saw the Minister announce funding for Teaching and Learning Performance Fund, disappointingly Griffith was not successful. With Griffith being ranked at 22, funding dollars were awarded to those institutions in the top 14, with the University of Queensland receiving approximately $10M, University of Melbourne approximately $9M and the Maritime College receiving approximately $1M.

In relation to the University’s ranking, Executive Group wrote a strong memorandum to the Minister about special consideration and responding to the methodology used to determine ranking – which it felt disadvantaged University’s like Griffith (eg broad geographical location etc.) GIHE are looking at survey results as part of the ranking process in order to strengthen Griffith’s future position.

17.2.2 Group Structures

Members may recall the discussion at the last meeting about Group structures, and since that meeting the Chair has requested the Vice Chancellor and President to approve the continuation of the two Director positions – ICCP, and Quality and Accreditation. It is envisaged that approval will be forthcoming.

The Chair advised that this new Group (single Faculty proposal) provides the GBS with an opportunity to revisit its organisational structure, with the Group Executive considering the following:

- Merging the two positions – Associate Dean, CTL and Associate Dean, Postgraduate Studies;
- Considering the option of removing the “Commercialisation” aspect from the Director, ICCP portfolio and bring in expertise (contract basis) to drive this important initiative further – Executive Education etc – with a small advisory committee developed to steer this. Preliminary discussions have also occurred with the Office for Commercialisation;
The Group Structures document includes information pertaining to the roles and accountabilities of Research Centre Directors and the composition of Faculty Boards. The Chair advised that he has sought clarification from the Deputy Vice Chancellor (Teaching and Learning) as to the role of Deputy Head of Departments on Faculty Board and members would be advised of the response in due course.

17.2.3 Graduate School of Management
Consultation on the future of the Graduate School of Management has been sent to Heads of Department for consideration with feedback due on Monday 5 December.

The proposal, drafted by the Chair, seeks to dissolve the Graduate School of Management with academic staff and general staff to be redeployed within appropriate discipline areas within the Griffith Business School.

The Chair reminded members that consultations on this matter were important and that feedback was required in order to make a longer-term decision. The Graduate School of Management will be meeting next week to consider the proposals. It is expected that the proposal would be considered in full at the 1/2006 (February) Griffith Business School Board meeting, then to the March 2006 meeting of University Council for approval.

In considering the document, a member raised that the funding mechanism for sessional staff budgets wasn’t clear within the proposal. The Chair elaborated that the budget would be recalculated based on FTE and load would then be reallocated to respective Departments.

17.2.4 Buildings
The Chair advised that the building at Nathan is complete and colleagues from Leisure (previously based at Mt Gravatt) would be moving in on Monday. The Chair advised that he would be moving to the new building (N50) shortly and the Department of Politics and Public Policy staff would move on Thursday. New staff from the Department of Accounting, Finance and Economics will move soon also. The Chair thanked his Executive Officer, Ms Lisa Cotterell, for her work in co-ordinating the move, space and refurbishment issues.

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

18.1 Professor Bill Shepherd, Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), provided a brief oral report at the meeting.

18.2 The Associate Dean advised members that the majority of items he wished to discuss were included under Agenda Items 10.0, 11.0, 12.0, 13.0, 14.0, 16.0, 18.0 and 19.0 and that he wished only, at this stage, to notify members that the new building at the Logan Campus was complete and staff had been progressively moving to the new premises.
19.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES' REPORT

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

19.2 The Associate Dean provided members with positive information about demand for the revised MBA program and the newly created MBA (Practicum) program. Griffith International has advised that 30 offers for the MBA and 120 offers for the MBA (Practicum) had been made with significant interest from students in India, Thailand, Saudi Arabia and Canada. Griffith International advised that students from European countries were not interested in longer (ie 160CP) programs and thus may experience a significant drop in demand from this market.

19.3 To further promote these programs to domestic students, the Associate Dean provided members with a summary of marketing activities conducted (reproduced from handout). Members are welcome to provide further industry contacts to target.

19.3.1 Visits
- Disability Services Qld – 22 staff (MBA, MMgt, MPA, Psychology - Health), 12 staff were unable to attend;
- Department of State Development – 6 staff (MBA, MIB);
- Queensland Treasury – 6 staff (MBA, MMgt, MPA, MCom);
- Department of Housing – 7 staff (MBA, MMgt);
- Child Safety – 2 staff (MBA, MCom)
- McDonald’s – 37 management staff (MBA, MMgt)

19.3.2 Additional Enquiries
- QLD Police Service – 24 enquiries (MBA, MMgt, MPA, MCom), with approximately 5 enquiries keen on distance education;
- Queensland Treasury – 8 enquiries (MBA, MMgt, MPA);
- Dept of Tourism, Fair Trading & Wine Industry Development – 5 enquiries (MPA, MBA, MA, MMgt - ER);
- Child Safety – 4 enquiries (MBA, MMgt, MPA);
- Emergency Services – 1 enquiry (MBA, MPA);
- Dept of Natural Resources & Mines – 2 enquiries (MMgt – ER, HRM);
- Tribunals – 1 enquiry (MBA);
- Environmental Protection Agency – 1 staff enquiry on behalf of Dept (MBA);
- Employment & Training – 2 enquiries (MMgt – IS, MBA, MPA);
- Dept of State Development – 2 enquiries (MBA);
- Communities – 1 enquiry (MMgt).

19.3.3 Organisations to Target:
- Mater Hospital
- Brisbane and Gold Coast City Council
- Commonwealth Government Departments
- Defence Forces – Army (Enoggera), Airforce (Amberley)

19.3.4 Direct Marketing Campaign
The University has recently sent out promotional letters about postgraduate study to residents within the Brisbane to Gold Coast corridor.
19.4 On the advice of the University’s Credit Transfer and Articulations Manager, Program Directors have been pre-assessing credit applications from enquirers in an attempt to increase the number of students enrolling.

19.5 With respect to the Master of eCommerce program, the Associate Dean advised that an arrangement had been in place previously where the Griffith Business School and the School of Information & Communication Technology (ICT) would take turns hosting the program each year. From 2006, the GBS is to host the program and that at a recent meeting the possibility of withdrawing the program by its host (ICT) from 2007 was discussed. This now gives the GBS an opportunity to consider whether to offer eCommerce as a specialisation within the Master of Management program. The Associate Dean welcomed staff to consider this proposal and provide feedback.

19.6 With respect to the Master of Business (TLHS) programs, the Associate Dean is conscious that, at present, these programs have less than 5% domestic student enrolments and that further work will need to be done to redress this imbalance in the future. The Chair noted that international student demand for undergraduate programs in this area was also strong.

20.0 ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING’S REPORT

20.1 Professor Liz Fulop, Associate Dean, Research and Research Training (Griffith Business School), provided an oral report to the meeting (via teleconference).

20.2 The Associate Dean advised members that the changes had been made to the Research Plan following the last Faculty Board meeting and the final document was currently with the Chair. The IGS matters also discussed at the last meeting would be further considered by the Chair and Associate Dean shortly.

20.3 With respect to the awarding of Near Miss GURG/NRG grants, the Associate Dean advised that no new grants would be awarded in this round. The Scholarship Round had produced some strong candidates from Departments, and four (4) top-up grants had been awarded. It is hoped that these monies would make a difference for top-end candidates.

20.4 Work is underway to develop a Griffith Business School Research website.

20.5 Space issues are currently being discussed with the Executive Officer, Ms Lisa Cotterell. It is anticipated that an initial audit of current research space at the Gold Coast would occur with the view of ascertaining what opportunities exist at the Gold Coast to increase or better utilise such space.

20.6 With respect to the latest round of ARC Linkage Grants, concern was expressed that the University did not fare very well, with some disciplines performing lower than in previous years – this was of serious concern as Griffith has invested in this area. The Chair commented that ARC Linkage Grants were down across the board. In summary, the Chair noted the GBS’ output performance was not good, with the exception of the Griffith Asia Institute.
21.1 Professor Glenda Strachan, Director of Internationalisation, Commercialisation and Community Partnerships, provided apologies for the meeting.

21.2 The Chair noted that a significant amount of internationalisation strategy work was to be undertaken in 2006 coinciding with the EFMD review and accreditation process, and that the new year bought opportunities for developing community partnerships around Executive Education.

22.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

22.1 Professor Art Shulman, Director of Quality and Accreditation, provided an oral report at the meeting.

22.2 The Director advised that he anticipates that the Chair for the AACSB accreditation process will be known shortly and that a visit would most likely occur around May/June, following a similar structure to that of the visit for the AACSB mentor, Professor Eileen Peacock.

22.3 In relation to staffing issues, the Director advised that he had been working with relevant Heads of Department on such issues and reminded Heads that they must collect sessional staff CVs. Further, Ms Anna Bradford has joined the office as Planning and Management Support Officer for the Quality and Accreditation portfolio.

22.4 Work is progressing well to finalise the EFMD submission, with the Director thanking colleagues for their input. The EFMD proposal is to take advantage of a pilot program, EPAS, which is oriented towards programs. It is hoped that this new aspect would provide the Griffith Business School with a clear market advantage.

22.5 As part of EFMD accreditation, members were provided with a handout that detailed the process. At this point, the possibility of taking part in this additional EPAS requirement, at a cost of $3K for a set of programs exam, with the Master of Management (Information Systems, Human Resources and Marketing only) and the Master of International Business offered.

22.6 In considering the request, members asked what the longer term resource implications for accreditation would be given the current climate and budget situation. Some members expressed the view that there was a concern with what other institutions were doing rather than a focus on what was best for the Griffith Business School. In response, the Director advised that it was too early to determine the value of the additional EPAS cost at this point, with the Chair confirming that cost was not an issue. Members discussed that it would be preferable, but uncertainties surrounding the Bologna Accord made reaching consensus difficult. Further, the Director advised that the initial $3K at the time of EQUIS renewal was minimal as renewals occur only every 15 years.
22.7 The Chair, in hearing the feedback, determined that if there was an interest in following up for particular programs than this should be further explored. As some programs already had recognition/accreditation (eg MBA with the Association of MBAs), this provided an opportunity for other programs to seek recognition via other means, such as EPAS. The Director agreed to follow up with colleagues in the Department of Accounting, Finance and Economics with respect to the inclusion of the Master of Commerce program.

23.0 NEW ACADEMIC PLAN

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

23.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), was asked to consider the introduction of a *New Academic Plan in Logistics and Supply Chain Management* available within the 1287/1288/1035 Bachelor of Business programs, as detailed in 2005/0037404, for introduction in semester 1, 2006.

23.2 Given time constrains, the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) briefly introduced the item to members and summarised development history.

23.3 Further, it was noted that with the recently approved changes to the degree rules in the Bachelor of Business program, this proposal required amending in order to be consistent.

Resolution:

23.4 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), resolved to executive re-consider the *New Academic Plan in Logistics and Supply Chain Management* available within the 1287/1288/1035 Bachelor of Business programs, as detailed in 2005/0037404, for introduction in semester 1, 2006, subject to the issues raised under paragraph 28.3.

24.0 INTERNATIONALISATION STRATEGY, GRIFFITH BUSINESS SCHOOL

24.1 The Griffith Business School Board was asked to consider, on the recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), a proposal for a *Griffith Business School Internationalisation Strategy*, as detailed in 2005/0037394, and *Internationalisation Committee*, as described in 2005/0037395, for implementation in 2006.

24.2 The Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) advised members that this item had been presented at the 9/2005 (November) meeting where it was held that it was appropriate for the Curriculum, Teaching and Learning Committee to firstly consider the proposal. Members were advised that the Curriculum, Teaching and Learning Committee considered the proposal in full at its 9/2005 (November) meeting and recommended that it be introduced in 2006.
24.3 Given the time constraints of today’s meeting, members agreed that the document was unclear with respect to reporting relationships. The Chair suggested that this may be the Director ICCP and that members should consider the item further and forward any comments to the Director, ICCP.

Resolution:

24.4 The Griffith Business School Board, resolved to/executively re-consider the proposal for a Griffith Business School Internationalisation Strategy, as detailed in 2005/0037394, and Internationalisation Committee, as described in 2005/0037395, for implementation in 2006, subject to the resolution of matters raised in paragraph 29.3.

25.0 WORK INTEGRATED LEARNING POLICY, GRIFFITH BUSINESS SCHOOL

25.1 The Griffith Business School Board was asked to consider, at the request of the Director, Internationalisation, Commercialisation and Community Partnerships, a proposal for a Griffith Business School Work Integrated Learning Policy, as described in 2005/0037396, for implementation in 2006.

25.2 Members were unable to consider the proposal fully at the meeting due to time constraints and agreed to progress the proposal by flying minute.

Resolution:

25.3 The Griffith Business School Board, due to time constraints, resolved to consider the proposal for a Work Integrated Learning Policy, as described in 2005/0037394, by flying minute.

26.0 GROUP STRUCTURES

26.1 Members were asked to note the 2 November 2005 email forwarded by the Vice Chancellor and President outlining changes in policy to Research Centres and Group Structures as a result of the outcomes of Project Streamline.

26.2.1 The Vice Chancellor and President advised that the consultants engaged in Project Streamline, PhillipsKPA, prepared a report (refer attached) that identified serious problems flowing from the current variability in our structural arrangements and senior management roles in Groups. Accordingly, Groups will be required to conform to one of two standard structural templates - a single faculty Group template, and a multi-faculty Group template. Within each template, roles and accountabilities of senior managers will be clarified. (The PhillipsKPA Report, including Group structures is also available on line at: http://www.griffith.edu.au/vc/key_issues/pdf/streamline2.pdf)

26.3 These changes will be tabled at the December meeting of Council for approval, and Pro Vice Chancellors will soon after begin the process of taking them forward in their Groups.

Noted
27.0 GRiffith Business School’s Response to University Discussion Paper: Towards an Integrated Strategy for Access, Enabling, Preparation and Bridging Programs

27.1 Members were asked to recall a request at its 7/2005 meeting for the Curriculum, Teaching and Learning Committee (Griffith Business School) to consider the discussion paper and report – “Towards an Integrated Strategy for Access, Enabling, Preparation and Bridging Programs” - which presents the findings of the project and the workshop - and to formulate a response on behalf of the Griffith Business School.

27.2 The Curriculum, Teaching and Learning Committee (Griffith Business School) considered the document at its 9/2005 (November) meeting and members are asked to note the response (attached), as described in 2005/0037409, which has been forwarded for consideration by the Deputy Vice Chancellor (Teaching and Learning) and Academic Registrar.

Noted

28.0 2006 Finalised Meeting Dates

28.1 Members were asked to annotate their diaries with the schedule of 2006 committee-meeting dates which have been prepared in accordance with the continuation of meeting free weeks across the University, a set of specified parameters rolled over from 2005 calendar, and the interdependences of various committees.

28.2 The 2006 meetings will take place from 10am to 1pm (including a light lunch). The meeting dates for 2006 are:

<table>
<thead>
<tr>
<th>Date</th>
<th>Venue/s</th>
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<tbody>
<tr>
<td>Friday 17 February</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
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<tr>
<td>(2 weeks prior to formal commencement of teaching)</td>
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<tr>
<td>Friday 17 March (Week 3)</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
</tr>
<tr>
<td>Friday 28 April (Week 8)</td>
<td>Board Room, Graham Jones Building (G18_3.02) (Gold Coast Campus venue only)</td>
</tr>
<tr>
<td>Friday 19 May (Week 11)</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
</tr>
<tr>
<td>Friday 16 June (Week 15)</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
</tr>
<tr>
<td>Friday 21 July (1 week prior to formal commencement of teaching)</td>
<td>Boardroom, Hub Link (L07_4.08) (Logan Campus venue only)</td>
</tr>
<tr>
<td>Friday 18 August (Week 4)</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
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<td>Date</td>
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<tr>
<td>Friday 15 September (Week 8)</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
</tr>
<tr>
<td>Friday 20 October (Week 12)</td>
<td>Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) (via videoconference)</td>
</tr>
<tr>
<td>Friday 17 November (Week 16)</td>
<td>Council Chamber, Bray Centre (N54_2.02) (Nathan Campus venue only)</td>
</tr>
</tbody>
</table>

**29.0 OTHER BUSINESS**

29.1 Due to time constraints, members were unable to consider the Associate Dean’s request for advice with respect to the Teaching and Learning Excellence Committee’s work in reviewing a number of policies concerning the structures and requirements of degrees, including the “Policy for the Award of Masters Degrees other than the Master of Philosophy”, particularly the awarding of Masters “with Distinction”.

29.2 Members were invited to forward comments to the Secretary, for consideration by the Academic Registrar, on behalf of the Associate Dean, Postgraduate Studies.

**30.0 NEXT MEETING**

30.1 The 1/2006 meeting of the Griffith Business School would take place via videoconference on Friday 17 February, **2006** in Rooms 2.06 Bray Centre (N54_2.06) and 3.29 Information Services Building (G10_3.29) from 10am to 1pm (a light lunch will be served).
DISTRIBUTION LIST

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 Cuskelley, 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 and Law
Ms Kerri-Maree Roman, HR Manager, Business and Law
Ms Justine Day, Marketing Manager, Business and Law
Ms Veronica Lampkin, INS Consultant, Business and Law
Ms Suzanne Pinchen, Business Development Management, Business and Law, Office for Commercialisation
Ms Tracey Howley, CEO, International Golf Institute

Deans' and Heads of Departments' Secretaries, Griffith Business School
Administrative Officers, Griffith Business School
Ms Lisa Cotterell, Executive Officer to the Acting Pro-Vice Chancellor and Dean (Business)
Ms Mary Hassard, Credit Transfer and Articulations Managers, Student Administration
Centre Co-ordinators, Office of Graduate Studies

Other Copies
Corporate Archives and Records Management copy (attachments)
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