A meeting of the Griffith Business School Board was held on Thursday, 21 July 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 Michelle Barker
Associate Professor Graham Cuskelley
Professor Lorelle Frazer
Professor Ross Guest
Associate Professor Javed Maswood
Professor Bill Merriees
Professor Chew Ng
Dr Haig Patapan (Acting Head, Department of Politics and Public Policy)
Professor David Peetz
Dr Eduardo Roca
Dr Louis Sanzogni
Associate Professor Saroja Selvanathan
Professor Bill Shepherd
Professor Art Shulman
Dr Mohammad Tahir
Professor Kristine Toohey
Ms Amanda Clark (Secretary)

APOLOGIES:
Professor Mike Davidson
Professor Liz Fulop
Professor Leong Liew
Professor Glenda Strachan

1.0 CONFIRMATION OF MINUTES
1.1 The minutes of the 4/2005 meeting have been delayed and will be considered at the next Griffith Business School Board.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES
Nil

3.0 COMMITTEE MEMBERSHIP
3.1 The Griffith Business School Board welcomed Professor Lorelle Frazer, Associate Dean, Postgraduate Studies (Griffith Business School), Professor Kristine Toohey, Deputy Head, Department of Tourism, Leisure, Hotel and Sport Management, Dr Louis Sanzogni, Head, Department of Management, and Professor David Peetz, Head, Department of Industrial Relations to their first meeting.

3.2 Members also noted that the 4 July 2005 decision of the University Council to move the Griffith Law School to the Arts, Education and Law Group, prompted the Chair to consider that the co-opted position held by Professor Robert McQueen, Head of School, Griffith Law School, is no longer appropriate. The Chair thanked Professor Robert McQueen for his contributions to the Group.
3.3 In accordance with the University Council resolution on 4 July 2005, the Dean, Griffith Business School (GBS) position has been combined with the former Group Pro Vice Chancellor position, and the Dean, GBS (Professor Michael Powell) has been appointed Acting Pro Vice Chancellor and Dean (Business) from 4 July 2005 until an appointment to the position has been approved by Council.

3.4 The Chair acknowledged Professor Michelle Barker’s work, generosity, and flexibility whilst acting in the role of Director of Internationalisation, Commercialisation and Community Partnerships, in Professor Glenda Strachan’s absence.

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

4.0 ADVICES OF PROGRAM WITHDRAWAL
GRIFFITH BUSINESS SCHOOL UNDERGRADUATE PROGRAMS

4.1 The Griffith Business School Board was asked to consider the following Advices of Program Withdrawal for GBS undergraduate programs:

4.1.1 1001 Bachelor of Commerce in Financial Planning and Investments (2005/0007574);
4.1.2 1155 Bachelor of Business Management (2005/0007577);
4.1.3 1255/1257 Bachelor of Marketing (2005/0007576);
4.1.4 1144 Bachelor of Arts in Asian and International Studies (2005/0007565);
4.1.5 1176 Bachelor of Arts in Politics and Government (2005/0007566);
4.1.6 1233 Bachelor of International Relations (2005/0007567);
4.1.7 1275 Bachelor of Laws/Bachelor of International Relations (2005/0007690);
4.1.8 1120 Bachelor of Laws/Bachelor of Arts in Politics and Government (2005/0007540);
4.1.9 1002 Bachelor of International Finance (2005/0007575); and
4.1.10 1038 Bachelor of Commerce in Banking, Finance and Risk Management (2005/0037255).

4.2 With the merging of two Faculties and thirteen schools in 2001 to form the Faculty of Commerce and Management, concern was raised by staff with respect to the pedagogical integrity of learning and teaching programs and the strategic focus and direction of the Faculty led to the publication of Getting Smarter: Business and Law at Griffith University. This paper summarised the then collective views of staff about the Faculties confused academic profile leading to internal competition and proliferation of programs, the duplication of disciplines (and courses) sent a confusing message to the marketplace, and that the Faculty had failed to communicate a clear message about its areas of strength. The simultaneous introduction of the University’s Academic Plan in early 2004 and the need to develop a raft of new procedures associated with pursuit of accreditation with Advance Collegiate Schools of Business (AACSB International) and European Foundation for Management Development’s Quality Improvement System (EQUIS), provides the context and rationale for guiding revision of the GBS’s undergraduate program profile.
4.3 The GBS, in recognising the need for greater concentration of focus and effort in the interests of improving the quality of its learning and teaching programs, has reduced the current (2005) seventeen, single, three-year undergraduate programs to five, for introduction in 2006: the Bachelor of Arts (Politics, Asian Studies and International Relations); the Bachelor of Commerce; the Bachelor of Business [including the Bachelor of Business (Hotel, Tourism, Leisure and Sport)]; and the Bachelor of International Business, each containing a range of specialised areas of study. The same program structure running through each of the above programs’ re-designed curricula offers scope for a high degree of integration, interdisciplinarity, and internationalisation among the four programs and is designed to allow students the opportunity to undertake a multidisciplinary or a more specialised approach to their studies. This streamlined undergraduate program profile makes the School's processes, procedures, learning objectives, and graduate outcomes more amenable to the demands of accreditation through AACSB and EQUIS.

4.4 Members noted that the 1271 Bachelor of Hospitality Management is a combined program offered in conjunction with South Bank Institute of TAFE (SBIT) and therefore, has not been reviewed to date. The contractual agreement will be revisited along with the program offering at a later stage.

Resolution:

4.5 The Griffith Business School Board resolved to recommend to Programs Committee the Advices of Program Withdrawal for GBS undergraduate programs, as described in paragraph 4.1 above, for introduction in semester 1, 2006.

5.0 ADVICES OF PROGRAM WITHDRAWAL
GRIFFITH BUSINESS SCHOOL POSTGRADUATE PROGRAMS

5.1 The Griffith Business School Board was asked to consider the following Advices of Program Withdrawal for GBS postgraduate programs:

5.1.1 5060/5061 Master of Professional Accounting Program Group (2005/0037251);
5.1.2 3081 Graduate Certificate in Human Resource Management (2005/0037252);
5.1.3 3012/4026 Graduate Certificate/Graduate Diploma of Human Resource Management and Industrial Relations (2005/0037253);
5.1.4 5261/5331 Master of Human Resource Management Program Group (2005/0037254);
5.1.5 3057/5188 Graduate Certificate/Master of Information Systems (2005/0037256);
5.1.6 4053/4054/5162/5163 Graduate Diploma/Master of Business Administration (Advanced) (2005/0037257);
5.1.7 3124/4126/5160/5166/5348 Master of Business Administration (International) Program Group (2005/0037258);
5.1.8 3001/4003/5059 Graduate Certificate/Graduate Diploma/Master of Banking and Finance Program Group (2005/0037259);
5.1.9 5058/5359 Master of Commerce in Accounting and Finance/Master of Commerce with Honours in Accounting and Finance (2005/00372560);
5.1.10 3123/5346/5347 Master of Financial Planning Program Group (2005/00372561);
5.1.11 3102/4121/5311 Master of International Business Program Group (2005/00372562);
5.1.12 5308 Master of International Finance (2005/00372563);
5.1.13 3142/5388 Graduate Certificate/Master of International Relations (2005/00372564);
5.1.14 3068/3069/5226/5227/5228/5229 Master of Marketing Management Program Group (2005/00372565);
5.1.15 3013/4028/5110 Master of Applied Economics Program Group (2005/00372566);
5.1.16 3105/5317/5318 Master of Sport Management Program Group (2005/00372567);
5.1.17 3117/5343/5344/5345 Master of International Tourism and Hospitality Program Group (2005/00372568);
5.1.18 3149/5406/5407 Master of Event Management Program Group (2005/00372569); and

5.2 The GBS has undertaken a review of its postgraduate profile in response to the visions outlined in the University’s Academic Plan, Getting Smarter: Business and Law at Griffith, the GBS Strategic Plan (2005-08), and in our pursuit for international accreditation with AACSB International and EQUIS.

5.3 Under the Associate Dean, Postgraduate Studies (Griffith Business School), several Working Parties were formed to consider the GBS’s strategy in relation to its postgraduate profile. The Working Parties met on several occasions and considered the current performance of the above programs in light of the GBS’s strategic direction, with the goals of improving program quality and to avoid the proliferation of programs, consistent with the Griffith Academic Plan and the Getting Smarter initiative.

5.4 The Working Parties have recommended that the above programs be withdrawn from offer for Semester 1, 2006 and new programs be developed that address international accreditation issues and the needs of its target market.

5.5 In proposing to withdraw these program offerings, each Department has taken into consideration the effect on students, including part-time enrolled students. There are likely to be a number of variations to degree requirement requests from students that will be considered on a case-by-case basis. Heads of Departments will need to work closely with Program Directors. Effects on staff workloads are currently being considered.

Resolution:

5.6 The Griffith Business School Board resolved to recommend to Programs Committee the Advices of Program Withdrawal for GBS postgraduate programs, as described in paragraph 5.1 above, for introduction in semester 1, 2006.
6.0 MAJOR CHANGE SUBMISSION
1034 BACHELOR OF BUSINESS

6.1 The Griffith Business School Board was asked to consider a Major Change Submission, submitted by the Department of Accounting, Finance and Economics, affecting the 1034 Bachelor of Business program, as described in 2005/0037271, for introduction in Semester 1, 2006. Professor Chew Ng spoke to this item at the meeting.

6.2 At Nathan and Logan Campuses two existing courses 2105AFE Introduction to Business Law, and 2106AFE Company Law are taught by the Department of Accounting, Finance and Economics while two comparable law courses 2006LAW Introduction to Business Law and 2101LAW Company Law, are currently taught by the Griffith Law School at the Gold Coast Campus to students enrolled in the 1036 Bachelor of Business/Bachelor of Arts in Japanese, the 1034 Bachelor of Business, and the 1230 Bachelor of Arts/Bachelor of Business programs.

6.3 The proposed changes affect load and agreement has been sought from the Griffith Law School and former Pro Vice Chancellor (Business and Law). With the move of the Griffith Law School to the Arts, Education and Law Group, approval will now be sought from the Pro Vice Chancellor (Arts, Education and Law).

6.4 The proposed change in the law courses from the Griffith Law School to the Department of Accounting, Finance and Economics will allow for consistency in business graduate outcomes and resource efficiencies by offering the same courses to students taught across three campuses. This move is consistent with the University’s Guidelines for Cross-Campus Consistency and resources have been allocated to the Department of Accounting, Finance and Economics for teaching positions in recognition of assuming teaching responsibility for these courses. Applicant short listing is currently being undertaken with interviews for two positions to be conducted in the near future. It is intended that 2105AFE Introduction to Business Law, and 2106AFE Company Law will be offered to business students at the Gold Coast Campus in Semesters 1 and 2, 2006 respectively.

6.5 The proposed changes were also discussed at the Curriculum, Teaching and Learning Committee (Griffith Business School) as part of the undergraduate program review process.

Resolution:

6.6 The Griffith Business School Board resolved to recommend to Programs Committee the Major Change Submission, affecting the 1034 Bachelor of Business, as described in 2005/0037271, for introduction in Semester 1, 2006.

7.0 DISCUSSION PAPER
BUILDING GRIFFITH’S RELATIONSHIP WITH TAFE IN THE BRISBANE-GOLD COAST CORRIDOR

7.1 The Griffith Business School Board was asked to consider a discussion paper entitled Building Griffith’s Relationship with TAFE in the Brisbane Gold-Coast Corridor, as provided in the agenda papers.
7.2 The paper outlined a strategy for building closer, more focused, and innovative relationships with the five institutes of TAFE in the Brisbane-Gold Coast corridor. The key theme in the paper is that we need to develop new types of partnerships with TAFE that leverage the complementary focus of qualifications offered in each sector to develop innovative, high quality programs oriented to new and emerging industries, and fields of knowledge, developed in response to emerging demand, and linked to research in those areas.

7.2 The paper asks a series of questions at the end, which aims to elicit responses from the University community concerning the overall direction it proposes, as well as its specific proposals for enacting the strategy.

7.3 Contributions will help us to consider the directions proposed in the paper, and to refine the strategy and recommendations. The Deputy Vice-Chancellor (Teaching and Learning) would also welcome suggestions for how we may enact the strategy.

7.4 The deadline for written contributions is 31 August 2005 with contributions being submitted to: Ms Gillian Collom, Executive Officer, g.collom@griffith.edu.au.

7.5 The Griffith Business School Board made the following comments when considering the paper:

The Griffith Business School Board considered its strategic objectives as contained within the *Getting Smarter* document, the visions as outlined in the Griffith *Academic Plan* and other sector developments with a view to supporting such an initiative. The Griffith Business School suggests that providing dual offerings with TAFE institutions, similar to its current program for the 1271 Bachelor of Hospitality Management offered with the South Bank Institute of TAFE, is one such example upon which to model future developments. Furthermore, the Griffith Business School discussed the value of involving a broad range of community members, especially the business community and believes the dual offering approach may provide a platform to foster future developments (eg contractual or short term programs or Masters programs etc.) which will fully engage the community with University life and learning. While the Griffith Business School considered such efforts as appropriate in the longer term, it did indicate that the majority of TAFE partnerships/relationships would be predominantly focussed at the undergraduate level.

Members did raise caution as to the University's Top 10 aspirations and to carefully consider the actions of competitors. It felt that many other competitors did not value the contributions of those starting out at TAFE with respect to awarding academic credit and that the issue of academic/ community perceptions may need to be explored further. The Griffith Business School values such pathway programs and provides a range of credit options as outlined in Appendix 1 of the document.
In discussing accreditation and retention issues, the Griffith Business School members noted that TAFE students were better prepared compared to students who entered University via other pathway programs with respect to retention, quality and student variability (GPA) within cohorts.

The Griffith Business School provides in principle support to the University’s objectives in building relationships with TAFE in the Brisbane-Gold Coast Corridor and will continue to monitor and evaluate a range of different TAFE proposals in keeping with the spirit of developing stronger, longer lasting partnerships with the sector.

Resolution:

7.6 The Griffith Business School Board resolved to provide the above feedback to the attached paper entitled Building Griffith’s Relationship with TAFE in the Brisbane Gold-Coast Corridor, as described under paragraph 7.5, for consideration at the September meeting of the Academic Committee.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

8.0 WORKING PARTY REPORT

GUIDELINES FOR CASUAL ACADEMIC STAFF CONTRACTS

8.1 The Griffith Business School Board was asked to consider the Working Party Report “Guidelines for Casual Academic Staff Contracts”, as described in 2005/0037272, for introduction across the GBS in either Semester 2, 2005 or Semester 1, 2006. Professor Ross Guest spoke to this item at the meeting.

8.2 As Acting Dean earlier this year, Professor Ross Guest suggested to the Board that more consistency is appropriate under the GBS model for the remuneration of casual academic staff across the GBS. Professor Ross Guest chaired a Working Party comprising of Dr Janis Bailey, Professor Chew Ng, Professor Art Shulman, and Ms Kerri-Maree Roman (HR Group Advisor) to consider the range of practices for remunerating casual academic staff across the GBS Departments.

8.3 A range of Departmental based models were considered, where under the old Faculty of Commerce and Management structure Schools had more autonomy in remuneration practices. The aim of developing a set of GBS guidelines is to:

8.3.1 Ensure that remuneration arrangements for casual academic staff in the GBS are consistent across Departments and comply with the industrial award provisions [The Australian Universities Academic and Related Staff (Salaries) Award 1987];

8.3.2 Maintain harmonious and productive employment relations with casual academic staff through the consistency, transparency, and fairness of their remuneration arrangements; and

8.3.3 Provide incentives to casual academic staff for allocating appropriate time to the range of duties that they perform, including delivery of teaching, marking, teaching preparation, and teaching team meetings.
8.4 In considering the report, members made the following comments:

8.4.1 The Head of Department, AFE, advised that the proposed model had been discussed at Department meetings and that it would be implemented in semester 2, 2005;

8.4.2 In considering "associated work time", members noted that this did not include examination marking. Professor Guest advised that this was the most "reasonably contemporaneous" issue within the guidelines. Professor Guest advised members that the associated work time considered marking (excluding examination marking), consultation and preparation;

8.4.3 In discussing the arrangements for examination marking, some members believed that the time allocated was a little too generous, and that a sliding scale might be better implemented which would take into consideration discipline specific issues and the tutors experience in marking. Given that the issue of exam marking was the most contentious, members agreed to include two examples within the document that would illustrate a range in marking times to alleviate the issues discussed;

8.4.4 Members suggested that guidelines were useful, but the legally enforcability of the policy was questioned. It was agreed to seek the guidance of the Group HR Advisor, Ms Kerri-Maree Roman, with respect to contract arrangements;

8.4.5 Members were reminded that these were a set of guidelines and that while some members believed there was a danger that they would become expectation, they still enabled a Head of Department to apply discretion; and

8.4.6 The Head of Department, MGT, raised concerns that staff often left before they had finalised their marking obligations. Members agreed to modify the tutor calculator so as to not pay for examination marking until it was finalised.

8.5 Professor Shulman raised the need for Departments to appoint appropriate casual academic staff in line with principles set out in Appendix 2, as the quality of teaching staff was an area considered as part of the accreditation process. Any variance in appointments was required to be forwarded to the Dean for consideration prior to approval.

8.6 The Chair requested that Heads of Department discuss the proposed model within their respective Departments and forward any issues to Professor Ross Guest. Departments were encouraged to implement the "Guidelines for Casual Academic Staff Contracts" for semester 2, 2005.

8.7 Professor Ross Guest thanked members of the Working Party for their contributions and their professional and collegiate approach.

Resolution:

8.8 The Griffith Business School Board resolved to approve the attached Working Party Report "Guidelines for Casual Academic Staff Contracts", as described in 2005/0037272, subject to the comments raised in paragraph 8.4 above, for introduction across the GBS in Semester 2, 2005.
SECTION C: OTHER RECOMMENDATIONS AND REPORTS
[TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]

Nil

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

9.0 PROJECT BRIEF - ELECTIVE MARKET DEMONSTRATION

9.1 The Academic Plan includes, as part of the signature experience of engaging disciplines, the strategy of increasing the extent to which undergraduate students are able to pursue unspecified electives within their degree, and the extent to which they select such electives from outside of their discipline area. It has been proposed that a University-wide mechanism be developed which would enable Schools/Departments to market suitable courses to students and that students would more readily be able to select electives. This was dubbed the “elective market”.

9.2 As a result, the following brief was issued by the Academic Registrar for a project to be undertaken this year:

9.2.1 To investigate the concept of an elective market by scanning other universities’ web sites and by consulting with students; draw up a brief for a project to devise a web site for this purpose. Consult with Information Services (INS) about a possible technology for managing the web site, so that it is appropriately integrated with the Griffith Portal, Learning@Griffith, the Program Catalogue, and the Course Catalogue. Consult with Schools/Departments so that there is support for the product so that it may readily be maintained by Schools/Departments. Devise a “policy” which will govern the site.

9.3 A test version of this new web site has now been developed. The web site assists students in choosing electives and provides a search engine which can be used by students to search the Course Catalogue for electives. It also provides Course Convenors with the opportunity to attractively market some selected courses as “popular electives” or “electives with a difference”. Advice will be sent to Deans and Heads of Schools/Departments requesting “popular electives” or “electives with a difference” choices.

9.4 The Project Officer, Ms Susan Allen, demonstrated the new web site to the Board and sought the Board’s feedback and reaction to the site. The Elective Market is a two year pilot project and will be reviewed after the first year. Responses to the Elective Market to date have been positive.
9.5 Members made the following comments after the presentation:

9.5.1 The two categories, "popular electives" and "electives with a difference", are unclearly defined;

9.5.2 A clear policy needs to be developed that provides guidelines on the categories and provision for managing the site contents;

9.5.3 The GBS needs to develop a process for defining electives. In the next few weeks, further information will be provided to Departments. Departments were requested to provide their choices to the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) for review and forwarding to the Curriculum, Teaching and Learning Committee (Griffith Business School);

9.5.4 The pilot project is a great concept and will aid Groups with elective course planning.

9.6 The Chair thanked Ms Allen for attending the meeting to present information about this new development.

10.0 CHAIR'S REPORT

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

10.2 The Chair discussed a range of issues as follows:

10.2.1 Restructuring
Given the recent restructuring, concern had been expressed about the level of Committee representation that the GBS could expect under a new model. The Chair advised that, after consultation with the Deputy Vice Chancellor (Teaching and Learning), the GBS were ensured that they would have full representation on University Committees and that a proposal was being presented at the next Council meeting to effect this. In considering models for restructuring the administration functions of the Dean and Portfolio Dean's office, it was agreed to present this item for discussion at a future meeting;

10.2.2 Budget Issues
In order to facilitate the Griffith Law School's (GLS) move to the newly formed Arts, Education and Law Group, the University guaranteed that the GLS's 2005/2006 budget position would remain. As part of this arrangement, the GBS significantly underwrite a proportion of the GLS's budget and that a budget deficit is expected. In 2005 the GBS will subsidise approximately $2M and in 2006 the University will fund this in another way, either through a decrease in other budget areas or through other revenue. The Chair advised that assurances had been given by the University to amend "gaps" in the GBS' budget as a result of this shift, and that work has already begun to identify and resolve these.

The Chair expressed his enthusiasm for the future of the GBS and thanked all members for their support thus far in the process.

10.2.3 Teaching Load
The GLS has expressed its desire to alleviate itself of its in-service teaching functions at the Gold Coast campus. Members will have noted Agenda Item 14.0 that discusses this item in more detail. The Chair advised that recruiting for staff members within the Department of AFE at the Gold Coast was underway, and that this shift has been accounted for within the Budget.
10.2.4 Accrued Leave Entitlements
Under the new Enterprise Bargaining arrangements, staff are not permitted to accrue extensive leave entitlements. This has implications for Heads of Department as there are approximately 40 staff within the GBS that have accrued in excess of 40 days leave. The Chair has advised that the is working with the Group HR Manager to investigate approaches to significantly reduce the level of accrued leave and the costs associated with this. The Chair advised that the often the worst offenders were Heads of Department and that they were encouraged to take leave regularly. A memorandum will be circulated shortly outlining this issue further and the timeframe in which staff must use their leave entitlements before they are lost. Members were advised to note that this issue did not apply to general staff.

10.2.5 Research
The Chair advised that the University and Groups are moving into an important period of developing strategies around research and research related issues. A very successful retreat was held in late June that discussed the issues associated with the Research Quality Framework (RQF) exercise. The GBS will be required to set up an RQF Taskforce and that emails had been sent to some staff inviting them to take part. The Taskforce is to be chaired by Professor Liz Fulop as Associate Dean, Research and Research Training and that a strategy was to be in place by 2007. The Taskforce would be required to develop a suitable strategy for the GBS that would provide specific recommendations for measuring, evaluating, prioritising and monitoring research performance across the GBS. The GBS Research Plan would be presented to members for consideration at a future meeting.

10.2.6 Workload Plan
Following on from Academic Work @ Griffith, the GBS is required to prepare a workload plan. The Chair advised that this is an important matter that would significantly impact upon Heads of Department and that the Associate Dean, Curriculum, Teaching and Learning, had been charged with the responsibility of establishing a Taskforce to develop a suitable plan for the GBS. The GBS Workloads Model/Plan would be presented to members for consideration at a future meeting.

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

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

11.2 The Associate Dean advised members that the recent suite of undergraduate program review documents had been recently considered at Programs Committee and had been forwarded to today’s meeting of Academic Committee for final approval.

11.3 With respect to the workload allocation model, a document would be circulated to members with a view to being considered at a future meeting. The Associate Dean agreed to consult Mr John Swinton, HRM, with respect to timelines.

11.4 After the recent Assessment Board experience, the Associate Dean discussed with members the need to think through related matters further and that a wider discussion of assessment would take place within the GBS. Members discussed the range of assessment related issues being as follows:
11.4.1 Worrying use around varying practices associated with cut-offs;
11.4.2 The GBS is a large group and it uses quite different approaches to the Assessment Board process. It is envisaged that the GBS would move to start from first principles in relation to its approach to assessment;
11.4.3 Quality issues relating to assessment, particularly around secure assessment (examinations), some courses all have internal assessment and no examinations; and it was suggested that a standard assessment expectation requirement be developed across the GBS.

Professor Royce Sadler, GIHE, would be invited to present to GBS members on assessment issues during September. It was noted that this is an opportune time to align objectives, assessment and learning outcomes and members were supportive of inviting Professor Sadler and colleagues from GIHE to assist with this process.

11.5 A document outlining the eight-stage process with respect to developing the signature experiences as outlined in the Academic Plan, would be circulated to members for consideration at a future meeting. This document will set out the GBS approach, and its application to both undergraduate and postgraduate programs.

11.6 The Associate Dean advised that the recent review of the GBS' undergraduate program profile had rendered him somewhat of an "expert" and that he been invited to assist the Science and Technology Group.

12.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES' REPORT

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

12.2 The Associate Dean advised that Programs Committee had approved the changes to the suite of postgraduate programs after 2 attempts and 34 revisions. Such revisions included specific wording to be attached to credit transfer arrangements, admission requirements, and the removal of embedded to add-on honours programs. The Associate Dean agreed to circulate the finalised documents to Heads of Department.

12.3 In considering fees related to the postgraduate program offerings, the Chair and Associate Dean considered the increase in length of programs, and a conservative pricing policy that took into consideration a level of increase, but that would price Griffith below competitors. This strategy would be reviewed annually.

12.4 The Associate Dean outlined her strategy for engaging, increasing satisfaction and retention levels of the postgraduate student cohort better and welcomed contributions from members. Proposed strategies include:

12.4.1 Orientation programs delivered on Saturdays;
12.4.2 A cocktail evening to be held in Week 3 to welcome new students to the GBS. This event is designed to act as a networking opportunity with other students and staff. Members requested that a suitable time should be selected so as to not clash with lectures;
12.4.3 Program Convenors to attend a core class during the semester to make (regular) contact and to open the channels of communication with students;
12.4.4 The Associate Dean would circulate email communication to students twice per semester about the activities of the GBS; and
12.4.5 Focus Groups would take place after the examination period to gain valuable feedback.

12.5 In considering the above strategies, members suggested it would be useful to include career information and/or to hold specific career-related events.

12.6 The Chair requested Heads of Department to encourage their staff to participate in these strategies. Members were reminded of their responsibilities to shift the culture of the GBS in this regard. The Chair thanked the Associate Dean for her work in this area.

13.0 ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING'S REPORT

13.1 Due to Professor Liz Fulop’s absence, no report from the Associate Dean, Research and Research Training (Griffith Business School) was provided at the meeting.

14.0 ACTING DIRECTOR OF INTERNATIONALISATION, COMMERCIALISATION AND COMMUNITY PARTNERSHIPS' REPORT

14.1 Professor Michelle Barker, Acting Director of Internationalisation, Commercialisation and Community Partnerships (ICCP), provided an oral report at the meeting.

14.2 The Acting Director, ICCP, advised members that the Business Advisory Council are currently reviewing the way in which the GBS conduct forums on an "invitation only" basis. On the basis of the review, other strategies will be considered as to how to best position Griffith against successful competitors who run similar programs.

14.3 Under community partnerships, a Business and Teachers Workshop is to be held in late August and that a Skills Shortage workshop will also be scheduled and postgraduate students had also been invited to attend.

14.4 Some members expressed concern with the pace of developments in the partnerships area. The Associate Dean, Curriculum, Teaching and Learning, suggested that the discussion paper provided as part of Agenda Item 15.0 was a key avenue in developing lasting community involvement.

14.5 The Chair advised that he would be working closely with the Director, ICCP on the following matters over the forthcoming coming period:

14.5.1 Strategies for developing exchange relationships that will support our goals;
14.5.2 The appointment of an Alumni Officer, GBS, to develop alumni relations. Members agreed that this was an exciting development and major step forward for the Group;
14.5.3 Developing an Executive Education Business Plan;
14.5.4 Developing articulation arrangements and/or pathway program with the Canadian Community Colleges and to develop RHD exchanges; and
14.5.5 Finalise internationalisation issues that may impact upon the GBS' accreditation goals.
15.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

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

15.2 The Director expressed his thanks to all GBS staff for the positiveness and support of the recent accreditation visit by Professor Eileen Peacock, AACSB International mentor.

15.3 During August, the Director would be shifting attention to the EFMD accreditation process where the focus is more on the external and significant relationships that the GBS has with industry, including a strong international component. Emphasis is given to how the GBS chooses its strategic partnerships/alliances and the way in which they are supported.

15.4 During August to November, a self-review process will be undertaken on these issues and the input of all GBS staff is considered vital for its successful preparation. Within the document, consideration will be given to quality of experience of students and academic staff, satisfaction of industry and what the GBS is producing, amongst other things. The Director reminded members that the GBS has an obligation to its international students with respect to employment outcomes upon their return to their home country.

16.0 RECIPIENTS OF GBS TEACHING AND LEARNING PERFORMANCE IMPROVEMENT GRANTS

16.1 The Griffith Business School Board noted the following recipients of GBS Teaching and Learning Performance Improvement Fund Grants:

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Project</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Janis Bailey Dr Elizabeth van Acker</td>
<td>‘Developing Communities of Practice to Engage More Honours Students and Improve Capstone Courses’</td>
<td>$30,515</td>
</tr>
<tr>
<td>Dr Mohan Thite Dr Sheryl Ramsay Dr Don Kerr Dr Yvonne Brunetto</td>
<td>Development of a model to integrate student learning within the work community for use by the Griffith Business School</td>
<td>$15,000</td>
</tr>
<tr>
<td>Dr Mark Brimble Ms Victoria Vyvyan (Centre for Financial Independence and Education)</td>
<td>‘Goals Setting, Planning and Personal Financial Management: A Workshop for Commencing University Students’</td>
<td>$23,330</td>
</tr>
<tr>
<td>Ms Robyn Stephens</td>
<td>‘Aligning Learning and Teaching Strategy with Best Practice: A GBS Teaching Team Development Program’</td>
<td>$55,650</td>
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<tr>
<td>Professor Michelle Barker Dr Wendy Green Dr Sara Hammer</td>
<td>GBS Teaching and Learning Cross-cultural Audit</td>
<td>$19,842</td>
</tr>
<tr>
<td>Dr Ray Hibbins Professor Michelle Barker Ms Robyn Stephens Mr Peter Woods</td>
<td>Teaching and Learning Quality Initiatives for the Department of Tourism, Leisure, Hotel and Sport Management</td>
<td>$19,378</td>
</tr>
<tr>
<td>Dr Dwight Zakus Professor Kristine Toohey Professor Michael Davidson</td>
<td>Design and Development of a Multipurpose Booklet to be used by Staff and Students to Plan Course Structures for the New 2006 Programs</td>
<td>$10,000</td>
</tr>
</tbody>
</table>
17.0 ROLE OF THE COURSE CONVENOR

17.1 Griffith Business School Board members were invited to provide feedback via Department Committees to the Secretary, Academic Committee on the Role of the Course Convenor statement, as described in 2005/0000443, which was updated to reflect the requirements of that position as specified in the Course Approval and Evaluation Policy and the Course Outline Requirements Policy. Comments from Course Outline trial participants were included in the revised Role of the Course Convenor statement.

17.2 The response prepared by the Department of Politics and Public Policy (as described in the agenda) was noted by members.

18.0 ANNUAL PROGRAM MONITORING REMINDER

18.1 Griffith Business School Board members were reminded that Annual Program Monitoring (APM) is to occur in the period June to August each year. The Deputy Vice Chancellor (Teaching and Learning) has written to all Heads of Schools/Departments and Deans to request the preparation of APM Reports for the year 2004.

18.2 In 2003, the Teaching and Learning Excellence Committee (TLEC), Course and Program Evaluation Working Party, established in June 2003, reviewed existing policies and procedures and made recommendations for a consistent, simple, and systematic approach to evaluating programs, courses, and teaching. In 2004, the primary focus of this Working Party was the evaluation of courses, which resulted in two new policies, Policy on Student Evaluation of Courses and Policy on Student Evaluation of Teaching. In 2005, the Working Party will turn its attention to program evaluation, undertaking consultation across the University and conducting an evaluation pilot.

18.3 In 2005, program evaluation is to commence in line with the existing Guidelines for Program Evaluation and the Principles for the Griffith Framework for Evaluating Programs, Courses and Teaching (established by the Academic Committee in September 2003).

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>APM Reports are prepared by Program Convenors and forwarded to the Dean via the Head of School/Department</td>
<td>30 June 2005*</td>
</tr>
<tr>
<td>Deans prepare an Annual Program Review Report for Faculty Board consideration</td>
<td>29 July 2005*</td>
</tr>
<tr>
<td>Reports from Deans together with comments from the relevant Faculty Board and each APM Report is forwarded to the Deputy Vice Chancellor (Teaching and Learning) via the Secretary to the TLEC</td>
<td>31 August 2005</td>
</tr>
<tr>
<td>Pro-Vice Chancellors provide a Group overview report to the TLEC</td>
<td>24 October 2005 TLEC Meeting</td>
</tr>
</tbody>
</table>

*Faculties may elect to prepare reports earlier than indicated if desired in line with Faculty Board meeting dates. Deans are strongly encouraged to comment on performance indicators relevant to the 2005 admission period (ie performance indicators 1-6).
18.4 If Heads of Schools/Departments or Deans envisage any difficulty in meeting the timeframe for submission of the APM Reports, cannot access the documents, or have queries after reading them, the Deputy Vice Chancellor (Teaching and Learning) has asked that you contact the Secretary to TLEC, Mrs Sonya Betros, on extension 56468, or via email, s.betros@griffith.edu.au.

19.0 OTHER BUSINESS
Nil

20.0 NEXT MEETING

20.1 The next meeting of the Griffith Business School Board will be held on Friday, 19 August 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: ....................................................
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 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

Other Copies
Corporate Archives and Records Management copy (attachments)
Binding copy (attachments)
Spare copy