GRiffith University

GriFFith Business School Board

A meeting of the Griffith Business School Board was held on Friday, 17 June 2005, 10:00am till 1:00pm, via videoconference in N54_2.06 (Nathan Campus) and G10_3.29 (Gold Coast Campus).

MINUTES

PRESENT:
Professor Michael Powell (Chair)
Professor Christine Smith
Professor Bill Shepherd
Professor Michelle Barker
Professor Mike Davidson
Professor Chew Ng
Professor Bill Merrilees
Professor Liz Fulop
Professor Leong Liew
Professor Lorelle Frazier (from 11.40am)
Professor Art Shulman
Professor Ross Guest
A/Professor Bob Russell
A/Professor Saroja Selvanathan (from 11am)
Dr Dwight Zakus
Dr Janis Bailey
Dr Liz Van Acker (from 11.40am)

Present by Invitation:
Professor Peter Brown (for Agenda Item 13.0)
Dr Ashley Lye (for Agenda Items 16.0 and 17.0)
Ms Kim Cotterell (for Agenda Items 11.0 to 19.0)
Mr Ryk Rostron (for Agenda Items 11.0 to 19.0)

Ms Amanda Clark (Secretary)

1.0 CONFIRMATION OF MINUTES
1.1 The minutes of the 3/2005 meeting were taken as read and confirmed.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES
Nil

3.0 COMMITTEE MEMBERSHIPS
3.1 Members noted that this was the last meeting of Dr Janis Bailey and Dr Dwight Zakus. Members wished to record their appreciation for their contributions to the work of Committee during their terms. Professor Mike Davidson wished to record his appreciation of Dr Zakus' support and acknowledged the work he has undertaken in his role as Deputy Head of Department.
3.2 Members also noted that this was the last meeting that Professor Christine Smith, as Pro Vice Chancellor (Business and Law). Members wished to record their appreciation for her contribution during her term as both Dean and Pro Vice Chancellor to the work of the Committee, her dedication to the Griffith Business and Law School’s, and the contributions made to the University and business community. In particular, a number of members wished to formally record their individual appreciation for Professor Smith as follows:

3.2.1 The Chair wished to thank Professor Smith for her generosity and support during his transition to the role of Dean, Griffith Business School.

3.2.2 Professor Bill Shepherd recounted that he and Professor Smith shared some twenty years of history at Griffith and that she supervised him during his PhD during the mid-1980s. Speaking highly of her personal qualities, he acknowledged her considerable influence and support during the revision of the undergraduate program profile.

3.2.3 Professor Michelle Barker thanked Professor Smith and stated that with incredible hard work, the ability to listen to others and allow them to be heard, and with considerable fairness she displayed tremendous attributes. Professor Barker further went on to thank her for being a role model for professionalism within the University.

3.2.4 Professor Shulman recounted her personal qualities that included:

- competency - role model for showing how competency can be exercised across multiple areas;
- creativity – supportive in managing opportunities for staff to be creative;
- conscientiousness – always thinking through the implications of any decisions to be made and ensuring staff think these through also;
- community member and spirit – displayed good times with the business and community and was always willing to support such events and encouraged others to do so;
- caring nature – her responses and fair-mindedness showed a genuine interest for the individuals concerned.

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

4.0 NEW PROGRAM SUBMISSION
GRADUATE CERTIFICATE IN COMMERCE (EXIT POINT ONLY)
MASTER OF COMMERCE
MASTER OF COMMERCE WITH HONOURS

4.1 The Griffith Business School Board was asked to consider a new program submission for a Graduate Certificate in Commerce (exit point only), Master of Commerce and Master of Commerce with Honours program, as detailed in 2005/0007594 (revised 2005/0007593), for introduction at the Nathan and Gold Coast campuses in semester 1, 2006.

4.2 Professor Chew Ng advised that the program submission included popular areas of study such as Professional Accounting, Banking and Finance, Economics and Financial Planning. Previously such areas of study were offered under separate programs with different structures and requirements. The revised program structure includes a set of foundation courses (40CP), followed by 80CP of specialisation courses. For professional accreditation, students undertaking the Professional Accounting and Financial Planning specialisation will undertake a prescribed set of 80CP specialisation courses, while students electing either the Economics or Banking and Finance specialisations will undertake a total of 80CP, comprised of 40CP core courses and a 40CP elective courses chosen from a prescribed list.
4.3 For students who have previously studied in one of these areas, they may qualify for entry into the Master of Commerce Advanced program. Students studying this program are to receive 40CP in advanced standing for foundation courses and will then complete a further 40CP from the advanced specialisations of Accounting, Finance or Economics. Students can then progress into either 40CP of coursework or research studies, subject to meeting the GPA requirement as stated in the admissions criteria on page 17. Professor Chew Ng confirmed that all conversion courses are CPA accredited.

4.4 In considering the submission, members suggested the following:

- Page 13 – change in course titles to 7305AFE Microeconomics, 7314AFE Macroeconomics, 7323AFE Public Economics and 7312AFE Monetary Economics in order to better reflect course content;
- Page 15 – the dissertation courses are to be recoded to GBS and that consideration be given to using Honours coded courses for qualitative/quantitative courses where appropriate. In further discussing research courses, the Associate Dean, Curriculum Teaching and Learning advised that it is the responsibility of the CTL Committee and that the Associate Dean, Research and Research Training may wish to be involved in this discussion also. As part of the program review process, it is not practical or resource efficient to have a number of different courses that are to deliver similar learning outcomes for students. It was suggested that one course code be offered that would provide a “generic” introduction to research and then the remaining weeks of the semester students would be split into their relevant discipline base and taught by Department staff. Members commented that this practice was already running across a number of different departments (eg MGT and MKT);
- Section 2.1 - The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document to fully acknowledge materials extracted from the undergraduate program submissions; and
- The Pro Vice Chancellor (Business and Law) raised concerns with respect to admission requirements for Honours students, in particular how those students who undertake part-time study or enter mid-year may progress throughout the proposed structure.

Resolution

4.5 The Griffith Business School Board resolved to recommend to Programs Committee a new program submission for a Graduate Certificate in Commerce (exit point only), Master of Commerce and Master of Commerce with Honours program, as described in 2005/0007594, subject to the suggestions made in paragraph 4.4 above, for introduction at Nathan and Gold Coast campuses in semester 1, 2006.

5.0 NEW PROGRAM SUBMISSION

GRADUATE CERTIFICATE IN MANAGEMENT
MASTER OF MANAGEMENT
MASTER OF MANAGEMENT WITH HONOURS

5.1 The Griffith Business School Board was asked to consider a new program submission for a Graduate Certificate in Management, Master of Management and Master of Management with Honours program, as detailed in 2005/0007596 (revised 2005/00007595), for introduction at the Nathan and Gold Coast campuses in semester 1, 2006.
5.2 Professor Art Shulman advised that the aim of this program is to provide postgraduate study across four areas of professional practice – Employment Relations, Human Resources, Information Systems and Marketing.

5.3 Associate Professor Bob Russell discussed with members the Employment Relations and Human Resource specialisations. These specialisations consisted of 40CP common foundation courses for both specialisation areas, followed by a total of 80CP specialisation courses comprising 60CP core courses and 20CP elective courses to be chosen from a prescribed list. Students may also progress to the honours program subject to satisfying the Admission Requirements, as stated on page 21.

5.4 Associate Professor Bob Russell discussed with members the Information Systems specialisation and advised that, for accreditation purposes, the specialisation area had its own set of 40CP foundation courses, followed by a total of 80CP of courses, comprising 40CP core courses and 40CP elective courses to be chosen from a prescribed list. Students may also progress to the honours program subject to satisfying the Admission Requirements, as stated on page 21. Associate Professor Bob Russell acknowledged the work of Dr Don Kerr, Deputy Head of Department, in preparing the Information Systems materials.

5.5 Professor Bill Merrilees discussed with members the Marketing specialisation and advised that the specialisation area had its own set of 40CP of foundation courses, followed by a total of 80CP of courses, comprising 40CP core courses and 40CP of elective courses to be chosen from a prescribed list, with some elective courses being offered only at the Gold Coast campus. In considering the specialisation structure, Professor Merrilees proposed the following amendments to page 18 of the submission as follows:

- change in course from 7003MKT Contemporary Issues and Marketing Theory to 7215MKT Contemporary Issues in Marketing;
- change in course from 7004MKT Internal Marketing to 7005MKT Professional Services Marketing (new course);
- add 7031MKT Internal Marketing to the elective course list (course available at both Nathan and Gold Coast campuses);
- add 7025MKT Marketing Theory to the elective course list (course available at the Gold Coast campus only).

5.6 In considering the submission, members suggested the following:

- Page 17 – the dissertation courses are to be recoded to GBS and that consideration be given to using Honours coded courses for qualitative/quantitative courses where appropriate. In further discussing research courses, the Associate Dean, Curriculum Teaching and Learning advised that it is the responsibility of the CTL Committee and that the Associate Dean, Research and Research Training may wish to be involved in this discussion also. As part of the program review process, it is not practical or resource efficient to have a number of different courses that are to deliver similar learning outcomes for students. It was suggested that one course code be offered that would provide a “generic” introduction to research and then the remaining weeks of the semester students would be split into their relevant discipline base and taught by Department staff. Members commented that this practice was already running across a number of different departments (eg MGT and MKT);
- Section 2.1 - The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document to fully acknowledge materials extracted from the undergraduate program submissions;
- Marketing specialisation - the role of the Graduate School of Management in the marketing specialisation was discussed and members requested the Department to
consider offering 7031MKT Internal Marketing at different campuses in different semesters;
- Marketing Specialisation – members agreed to a revised set of foundation courses as follows:

### MARKETING SPECIALISATION

#### FOUNDATION COURSES (40CP) for Marketing specialisation only:

<table>
<thead>
<tr>
<th>Year</th>
<th>Sem</th>
<th>Catalog Nbr</th>
<th>Course</th>
<th>CP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I,II</td>
<td>7006GSM</td>
<td>Marketing Management</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>I,II</td>
<td>7002MKT</td>
<td>Customer Relationship Marketing</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>I,II</td>
<td>7215MKT</td>
<td>Contemporary Issues in Marketing</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Offered Semester 1 at Gold Coast only and Semester 2 at Nathan only)</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I,II</td>
<td>7206MKT</td>
<td>Services Marketing</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Offered Semester 1 at Nathan only and Semester 2 at Gold Coast campus only)</td>
<td></td>
</tr>
</tbody>
</table>

and

- Marketing Specialisation – members agreed to a revised set of elective courses to include 7031MKT Internal Marketing to be offered in semester 1 at both Nathan and Gold Coast campuses

5.7 Professor Shulman thanked those staff involved in the various Cluster Working Parties and acknowledged their collegiality and efforts to reach compromises across the various specialisations. Members were further advised that promotional materials were being considered as this program proved a challenge for marketing/promotional purposes as it offered distinct specialisation.

Resolution

5.8 The Griffith Business School Board resolved to recommend to Programs Committee the new program submission for a Graduate Certificate in Management, Master of Management and Master of Management with Honours program, as described in 2005/0007596 (revised 2005/0007595), subject to the revisions outlined in paragraph 5.6 above, for introduction at the Nathan and Gold Coast campuses in semester 1, 2006.

6.0 NEW PROGRAM SUBMISSION

- GRADUATE CERTIFICATE IN BUSINESS
- MASTER OF BUSINESS
- MASTER OF BUSINESS WITH HONOURS

6.1 The Griffith Business School Board was asked to consider a new program submission for a Graduate Certificate in Business (exit point only), Master of Business and Master of Business with Honours programs, as detailed in 2005/0007598 (revised 2005/0007597), for introduction at the Nathan and Gold Coast campuses in semester 1, 2006.

6.2 Professor Peter Brown was invited to speak to this item and advised members that this program incorporated elements of two strong industry linked areas within the University – Hotel and Tourism Studies based at the Gold Coast and Leisure Management studies based at Mt Gravatt. Previously this large Department offered approximately five (5) postgraduate level programs and included a large intake of international students, particularly at the Gold Coast campus. In 2003 a Stocktake Review of the Master of Leisure Management and Master of Outdoor Recreation programs was undertaken and that this review included a substantial component of industry input and
stakeholder feedback. The outcome of this review was that these two programs were to be withdrawn.

6.3 The recent review of the postgraduate program profile provided the Department with an opportunity to reconsider its respective strengths and to deliver a program that would be market driven, based on best practice and include advice/input from a range of key stakeholders (including industry / community organisations). Advice was also sought from Griffith International with respect to international students and the Departments of Management, Industrial Relations and International Business and Asian Studies.

6.4 In considering the information that became available, the Cluster Working Party determined that the program would remain an 80CP program and should include:

- A set of applied core business courses (40CP) that would provide students with the fundamental knowledge required for successful study in the discipline;
- Offer three (3) specialisation areas in Sports Management, Events Management and International Tourism and Hospitality Management;
- Extend the offering of the Sports Management specialisation to the Brisbane based campus to coincide with competitor (UQ) aspirations;
- Reduce the number of postgraduate courses (15 in total) within the Department in line with the objectives as set out in the Griffith Academic Plan and reduce the level of incoherence with respect to course titles in general;
- Ensure that the program remained consistent with the GBS’s Getting Smarter strategic objectives and University policy; and
- Provide an honours (RHD) pathway for students.

6.5 In discussing the new program, members raised concern that the Masters program was only 80CP in length and that the honours pathway added an additional 80CP of study, compared to the program length of other honours based GBS postgraduate programs. Professors Shulman and Brown advised that this issue was canvassed previously and the longer- term implications of the Bologna Accord may require a future reconsideration of all 80CP postgraduate programs.

6.6 Members suggested that consideration be given to recoding the research qualitative and quantitative codes to GBS and that the GPA entry requirement be consistent with other programs, therefore reducing it from 5.0 to 4.0 (using a 7 point scale) (refer pages 9 and 10 respectively). The Associate Dean, Curriculum, Teaching and Learning requested the document be amended to include appropriate referencing (see Section 2.1) to fully acknowledge materials extracted from the undergraduate program submissions.

6.7 Professor Brown also advised that the Department had identified areas for evaluation/monitoring, in particular an increase to the University’s standard of English language entry requirements and the Department Review to be undertaken in 2006 to include a term of reference relating to program offerings.

6.8 The Pro Vice Chancellor (Business and Law) thanked Professor Brown for his work in leading the Cluster Working Party, given his role as Research Centre Director. Professor Mike Davidson also acknowledged his appreciation of the efforts of Professor Brown and other Working Party members.
Resolution:

6.8 The Griffith Business School Board resolved to recommend to Programs Committee the new program submission for a Graduate Certificate in Business, Master of Business and Master of Business with Honours program, as described in 2005/0007596 (revised 2005/00007597), subject to consideration of the issues raised in paragraph 6.6 above, for introduction at the Nathan and Gold Coast campuses in semester 1, 2006.

7.0 NEW PROGRAM SUBMISSION
GRADUATE CERTIFICATE IN ARTS (ASIAN AND INTERNATIONAL STUDIES)
MASTER OF ARTS (ASIAN AND INTERNATIONAL STUDIES)

7.1 The Griffith Business School Board was asked to consider a program submission for a Graduate Certificate in Arts (Asian and International Studies), Master of Arts (Asian and International Studies) program, as detailed in 2005/0007600 (revised 2005/0007599), for introduction at the Nathan Campus in semester 1, 2006.

7.2 The Acting Associate Dean, Postgraduate Studies, advised that the new program submission was considered at the 3/2005 meeting of the Griffith Business School Postgraduate Studies Committee meeting held on 26 May 2005. Since that meeting, the program submission was amended to include a research course option for students and a review of the number of elective courses available.

7.3 Professor Leong Liew advised that an 80CP masters program has existed in the area of Asian and International Studies for some 15 years at Griffith, comprising separate programs in both Asian Studies and International Relations. The development of this program seeks to combine both Asian and International Studies into one program, enabling students to develop a comprehensive understanding of international relations as a theoretical discipline along with an understanding, in particular, of Asian politics, history and culture. This unique program effectively combines theoretical depth with regional expertise. Professional recognition is available with the International Political Sciences Association of Australia and the Asian Studies Association of Australia.

7.4 The program offers students the opportunity to undertake coursework or, subject to admission requirements, research studies. Students undertaking coursework complete a total of 120CP which comprises of 50CP foundation courses, 40CP core courses and 30CP elective courses (including advanced language courses). Students who are eligible for the research stream undertake a total of 120CP which comprises 50CP foundation courses, 10CP research preparation course, 20CP elective courses (including advanced language courses) and 40CP Dissertation courses.

7.5 In considering the document, members raised the following:

- Section 2.1 - The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document to fully acknowledge materials extracted from the undergraduate program submissions;
- The inclusion of an IBA Department code for the research methods course, as opposed to GBS, be monitored; and
- Change the GPA requirement for the research stream to be 40CP of core courses (refer page 12).

7.6 Professor Leong Liew also extended his thanks to A/Professor Javed Maswood, Deputy Head of Department for his role in preparing the submission.
Resolution

7.7 The Griffith Business School Board resolved to recommend to Programs Committee the new program submission for a Graduate Certificate in Arts (Asian and International Studies), Master of Arts (Asian and International Studies) program, as described in 2005/0007600 (revised 2005/0007599), subject to the revisions as outlined in paragraph 7.5 above, for introduction at the Nathan campus in semester 1, 2006.

8.0 MAJOR CHANGE TO PROGRAM SUBMISSION

3083 GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION (EXIT POINT ONLY)
5275 MASTER OF PUBLIC ADMINISTRATION
5327 MASTER OF PUBLIC ADMINISTRATION WITH HONOURS

8.1 The Griffith Business School Board was asked to consider a major change to program submission for the 3083 Graduate Certificate in Public Administration (exit point only), 5275 Master of Public Administration and 5327 Master of Public Administration with Honours program, as detailed in 2005/0007602 (revised 2005/0007601), for introduction at the Nathan Campus in semester 1, 2006.

8.2 Dr Van Acker advised that this program was seen as a boutique program in that it had established strong industry links and community involvement. In line with the postgraduate program profile review, the program had undergone extension revision to include the following:

- The compulsory core courses will increase from 20CP to 60CP;
- 20CP of core courses will be offered via Open University Australia (OUA) which will assist the program in developing a national profile and viable enrolment intakes;
- The three existing specialisations in Electoral Governance, Procurement and Public Administration have been replaced with a series of advanced courses covering International, Arts Policy, Social Policy and Research;
- Significant reduction in the number of postgraduate courses offered within the Department in line with the objectives as set out in the Griffith Academic Plan;
- Students intending to undertake the Research (Honours) program will be required to complete the Research Advanced Courses, namely 7003PPP Reading Seminar and 7005PPP Research Methods before undertaking the 40CP Dissertation;
- The Admission Requirements have been amended to be consistent across GBS programs; and
- The degree requirements have been amended to reflect the above changes.

8.3 In considering the proposal, members provided the following comments:

- Section 2.0 - The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document to fully acknowledge materials extracted from the undergraduate program submissions;
- Offering courses on line and whether this has any impact on international student requirements;
- The appropriateness of the course titles for 7926PPP Australian Social Policy 1 and 7927PPP Australian Social Policy 2;
- The inclusion of an PPP Department code for the research based course, as opposed to GBS, be monitored; and
- Program enrolments be monitored and the program to be reviewed in 2006/2007 to determine viability.

8.4 The Chair commented that the following issues may impact upon the Department and its program offerings:
• A new Chair will be appointed to the Department in 2005/2006 that may provide an increased energy/enthusiasm and opportunity for new alliances;
• As part of the EFMD accreditation process, the GBS will need to clearly articulate how it services industry/government in the context of lifelong learning and education;
• The GBS will need to ensure, as part of a wider review, that it has the right articulations and alliances in place to meet its strategic objectives and to support the University’s aspirations of reaching Top 10 status.

Resolution

8.5 The Griffith Business School Board resolved to recommend to Programs Committee the major change to program submission for the 3083 Graduate Certificate in Public Administration (exit point only), 5275 Master of Public Administration and 5327 Master of Public Administration with Honours program, as detailed in 2005/0007602 (revised 2005/0007601), subject to consideration of the issues raised in paragraph 8.3 above, for introduction at the Nathan Campus in semester 1, 2006.

9.0 NEW PROGRAM SUBMISSION

9.1 The Griffith Business School Board was asked to consider a new program submission for a 3047 / 3048 Graduate Certificate in Business Administration, Master of Business Administration and Master of Business Administration with Honours program, as detailed in 2005/0007604 (revised 2005/0007603), for introduction at the South Bank and Gold Coast campuses in semester 1, 2006. Professor Ross Guest and Dr Ashley Lye were invited to the meeting to discuss this item.

9.2 The Associate Dean, Postgraduate Studies advised that the new program submission was considered at the 3/2005 meeting of the Griffith Business School Postgraduate Studies Committee meeting held on 26 May 2005 where it was amended to include an Information Systems specialisation. Members noted that the program would move from Nathan to South Bank campus for 2006.

9.3 The Griffith MBA degree has been offered since 1992 and, during that time, has undergone several changes which attempted to address student requirements and industry expectations. These proposals have been developed in light of the visions expressed in the Griffith Business School’s “Getting Smarter: Business and Law at Griffith University”, the “Griffith Academic Plan”, and the GBS’s desire for international accreditation. In brief, the changes are:

- The total CP requirement for the award of MBA will increase from 120CP to 160CP;
- The Graduate Diploma and Advanced qualifications are to be withdrawn from offer;
- The core courses in the MBA will increase from 90CP to 100CP; and
- The number of specialisations has been reduced from 26 majors to 7 specialisations covering: General Management, Marketing Management, International Business, Public Sector Management, Financial Planning, Information Systems, Human Resource Management; and
- Specialisation courses have increased from 30CP to 60CP.
9.4 This change in program focus from students being competent at all content knowledge within core courses, and reducing the ‘silos’ focus of courses, seeks to enhance the overall student experience by providing a program of study that produces graduates that are able to think, plan and act strategically, with stakeholders with diverse skills, knowledge bases and interests, to achieve sustainable enterprises and good graduate outcomes. This is dependent upon graduates developing the set of core competencies, inherent in the program, as outlined on page 8.

9.5 Members also acknowledged the shift in campus location from Nathan to South Bank and discussed the resource implications of such a move. Members also discussed the need to have a city location point to better accommodate students, particularly part-time students, and for better competition with key market players. The Chair advised that the offering of courses at South Bank was to be monitored by the Graduate School of Management.

9.6 In considering the revisions to the MBA suite of programs, members suggested that the research methods courses used within the program should be consistent. The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document (Section 2.0) to fully acknowledge materials extracted from the undergraduate program submissions.

Resolution

9.7 The Griffith Business School Board resolved to recommend to Programs Committee a new program submission for a 3047 / 3048 Graduate Certificate in Business Administration, Master of Business Administration and Master of Business Administration with Honours program, as detailed in 2005/0007604 (revised 2005/0007603), subject to the consideration of issues raised in paragraphs 9.5 and 9.6 above, for introduction at the South Bank and Gold Coast campuses in semester 1, 2006.

10.0 NEW PROGRAM SUBMISSION

GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION (PRACTICUM)

10.1 The Griffith School Board was asked to consider a new program submission for a Graduate Certificate in Business Administration and Master of Business Administration (Practicum) program, as detailed in 2005/0007606 (revised 2005/0007605), for introduction at the South Bank and Gold Coast campuses in semester 1, 2006. Professor Ross Guest and Dr Ashley Lye were invited to the meeting to discuss this item.

10.2 This new suite of programs is aimed at providing students who do not have work experience so that they are positioned as valuable to the organisation that employs them upon graduation. The employability of such graduates will be improved as they approach the prospective employer with the experience of a typical working environment and will have developed the skills necessary to be effective in the workplace.

10.3 The MBA market is now a mature market with those programs not offering increased flexibility in delivery or those that are not aimed at niche markets are in decline. In recognition of this trend, the Griffith Business School has set about developing a suite of programs that will be attractive to set of students, that is those who do not have work experience. This program provides sufficient market differentiation and is the first Australian University to offer such a targeted integrated work experience program that also has been designed to meet international standards. While similar programs
are well established within the US market, other Australian universities only offer “special topics”, which may include some work integrated learning experience.

10.4 Dr Ashley Lye advised members that during a recent recruiting trip to Thailand, agents and prospective students responded positively to the work-integrated learning aspect of the program. Members discussed work-integrated learning and were advised that there is opportunity for the scope of work-integrated learning for this program to be quite diverse, to accommodate a range of opportunities available to the students cohorts, such as undertaking projects or internships in Australia or within their home country.

10.5 In considering the submission, members provided the following comments:

• Section 2.0 - The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document to fully acknowledge materials extracted from the undergraduate program submissions;
• The importance and relevance of the capstone course to the learning outcomes/objectives of the program have not been discussed within the submission and the relevant links to the Academic Plan have not been articulated;
• Quality assurance issues with respect to accreditation were queried in the instances where students would be undertaking the work-integrated learning courses in their home country;
• Issues of reflective practice were discussed and in particular with respect to developing mentoring relationships. Members discussed that this may be beneficial component to the program, particularly as it is targeted towards students with little work experience;
• While members acknowledged that much work was required to build, in general terms, relationships with industry to support the work-integrated learning component of the program (particularly overseas), members cautioned not to over utilise or expend current good will with those industries that we have already developed quite significant links. It was agreed that through, Mr Ken Bennnett, Head, Work Integrated Learning, that a better co-ordination of such practices be further considered;
• While the program is generally targeted towards international students, members expressed some concerns about limiting it to this audience, and asked the Planning Team to consider the domestic market, and the possibility of undertaking the program structure on a part-time or reduced (30CP) study load basis; and
• Page 12 – it was requested that the IELTS requirements be amended to conform with the current University policy (IELTS 6.5).

10.6 The Chair wished to formally acknowledge the work of Professor Guest, Dr Ashley Lye and the Postgraduate Services Team staff in finalising this initiative.

Resolution:

10.7 The Griffith Business School Board resolved to recommend to Programs Committee a new program submission for a Graduate Certificate in Business Administration and Master of Business Administration (Practicum) program, as described in 2005/0007606 (revised 2005/0007605), subject to consideration of the issues raised in paragraph 10.5, for introduction at the South Bank and Gold Coast campuses in semester 1, 2006.
11.0 NEW PROGRAM SUBMISSION  
3102 GRADUATE CERTIFICATE IN INTERNATIONAL BUSINESS  
5311 MASTER OF INTERNATIONAL BUSINESS  
MASTER OF INTERNATIONAL BUSINESS WITH HONOURS

11.1 The Griffith Business School Board was asked to consider a new program submission for a 3102 Graduate Certificate in International Business, Master of International Business and Master of International Business with Honours program, as detailed in 2005/0007608 (revised 2005/0007607), for introduction at the Nathan campus in semester 1, 2006.

11.2 Professor Leong Liew advised members that the changes to this program suite would ensure that its pioneering programs in international business would continue to be recognised for the timeliness and relevance of its content and in preparing individuals to assist firms and governments in international trade. Students in this program will have the opportunity to develop a high level of competency in international business, with a strong focus on strategic analysis in different regional contexts. The concept and design of the core courses emphasises the international context and are based on cross-functional and multi-disciplinary teaching.

11.3 The core program is explicitly international in focus and not limited to the immediate Asia-Pacific region. The program will develop the thought, leadership and strategic international business skills necessary in a global economy and will appeal to organisations that require graduates with the policy formulation and implementation of knowledge skills appropriate for facilitating sustainable international business and trade practices in a dynamic global environment.

11.4 Professor Leong Liew further advised that other innovations had been built into the revised structure, such as the component on politics and culture was better integrated, courses would have greater elements of religion, governance and culture; and that language options (40CP) or internships (40CP) had been included. Members were advised that the Group of 27 Universities would exchange students undertaking international business studies and that an annual meeting would be held later this year to discuss issues in teaching and promoting International Business.

11.5 In considering the submission, members provided the following comments:

- Section 2.0 - The Associate Dean, Curriculum Teaching and Learning requested that appropriate referencing be included within the document to fully acknowledge materials extracted from the undergraduate program submissions;
- The common research preparation course – discussions originally concluded that it was to be IBAS coded. Members noted that this has now been amended to reflect the GSM and consideration was asked that a GBS course be included;
- The dual coding of the elective course “International HRM” with GSM and MGT was to be resolved;
- Projection numbers on page 14 was to be addressed;
- Members noted that no external member had been formally listed on the Planning Team. The inclusion of those members was required.

Resolution:

11.6 The Griffith Business School Board resolved to recommend to Programs Committee a 3102 Graduate Certificate in International Business, Master of International Business and Master of International Business with Honours program, as described in 2005/0007608 (revised 2005/0007607), subject to consideration of the issues raised in paragraph 11.5 above, for introduction at the Nathan campus in semester 1, 2006.
SECTION B: ACTION UNDER DELEGATED AUTHORITY

12.0 NEW PROGRAM CONCEPT PROPOSAL
GRADUATE CERTIFICATE IN INDUSTRIAL RELATIONS

12.1 The Griffith Business School Board was asked to consider a new program concept proposal, submitted by the Department of Industrial Relations, for a Graduate Certificate in Industrial Relations program, as detailed in 2005/0007609, for introduction at the Nathan campus (via Open Universities Australia) in semester 1, 2006.

12.2 Dr Bailey advised members that in light of the University’s Academic Plan and the GBS’ strategic plan, the Department of Industrial Relations wishes to introduce a postgraduate level program that would take advantage of the recently announced changes in IR law at the Federal level, and the need for organisations to have suitably qualified / educated personnel to grapple with such change.

12.3 Previously the Department taught a non-award Certificate program which originated from an agreement with Griffith and the CFMEU. Later, the certificate program was extended to non-CFMEU members, however, there had been difficulties in marketing and attracting students to a non-award program. In developing this program, Dr Bailey advised members that no new resources are required as the Department can mount this within existing resources, with the support of OUA funding.

12.4 Open Universities Australia is keen to provide a program in employment relations / industrial relations as part of its expansion of postgraduate offerings and the provision of this program is seen as Stage 1. Stage 2 is the provision of a Masters level qualification. OUA have outlined that they have substantial marketing evidence that highlights that this discipline group is high on their priority list to develop a suitable program partner. OUA have seen a significant increase in postgraduate level study with the introduction of FEE-HELP in 2005 and predict substantial growth henceforward. The Department of Politics and Public Policy offer a program through OUA and have seen enrolment figures increase from 9 in study period 1 2004 to 24 in study period 1 2005.

12.5 As Griffith is currently one of seven university partners with OUA and already offers a number of programs through them, OUA is willing to provide funding for development of courses up to $7,000 per course (a total of $28,000) to upgrade the courses and to support their initial offering. As the Department has offered an external Certificate program for some time it has proven difficult to attract substantial numbers, partly due to its non-graduate status and (inexpensive) marketing and will withdraw this program effective semester 1, 2006.

12.6 In considering the submission, members agreed that the submission could be strengthened by an inclusion of more background information into the program development, the inclusion of a staff member from the Department of Management on the Planning Team, and a few minor changes for consistency throughout the document. At the meeting, it was agreed that the Secretary would undertake to complete these changes.
Resolution:

12.7 The Griffith Business School Board resolved to approve a new program concept proposal, submitted by the Department of Industrial Relations, for a Graduate Certificate in Industrial Relations program, as detailed in 2005/0007609, subject to the inclusion of changes as outlined in paragraph 12.6 above, for introduction at the Nathan campus (via Open Universities Australia) in semester 1, 2006.

13.0 MINOR CHANGE SUBMISSION
5331 MASTER OF HUMAN RESOURCE MANAGEMENT
5389 MASTER OF HUMAN RESOURCE MANAGEMENT WITH HONOURS

13.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a minor change submission received by the Department of Management affecting the 5331 Master of Human Resource Management and 5389 Master of Human Resource Management with Honours, as described in 2005/0000477, for introduction in semester 2, 2005.

13.2 The Department of Management seeks to withdraw the elective course, 7425MGT Organisational Ethics, from offer for Semester 2, 2005 only as the current course convenor is on secondment and the Department has been unable to find a satisfactory replacement.

13.3 After consultation, the Heads of Department of International Business and Asian Studies, the Graduate School of Management and the Department of Tourism, Leisure, Hotel and Sport Management, supported the submission.

Resolution:

13.4 The Griffith Business School Board ratified the Chair’s executively approved Minor Change Submission submitted by the Department of Management affecting the 5331 Master of Human Resource Management and 5389 Master of Human Resource Management with Honours, as described in 2005/0000477, for introduction in semester 2, 2005.

14.0 MINOR CHANGE SUBMISSION
5058 MASTER OF COMMERCE IN ACCOUNTING AND FINANCE
5359 MASTER OF COMMERCE WITH HONOURS IN ACCOUNTING AND FINANCE

14.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a minor change submission received by the Department of Accounting, Finance and Economics (AFE) affecting the 5058 Master of Commerce in Accounting and Finance and 5359 Master of Commerce with Honours in Accounting and Finance, as described in 2005/0007611, for introduction in semester 2, 2005.

14.2 In consideration of the Academic Plan and the GBS’ Minimum Enrolments Policy, the Department of AFE considers that it is appropriate to withdraw the elective course, 7104AFE Advanced Management Accounting (Nathan campus) from offer effective semester 2, 2005. In 2004, the student enrolment in this course was 8.
Resolution:

14.3 The Griffith Business School Board ratified the Chair’s executively approved Minor Change Submission received by the Department of Accounting, Finance and Economics (AFE) affecting the 5058 Master of Commerce in Accounting and Finance and 5359 Master of Commerce with Honours in Accounting and Finance, as described in 2005/0007611, for introduction 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

15.0 CHAIR’S REPORT

15.1 Professor Michael Powell, Dean, Griffith Business School, provided an oral report at the meeting.

15.2 The Chair welcomed Professor Lorelle Frazer as Acting Associate Dean, Postgraduate Studies until 4 July, 2005. Members were also reminded that Professor Eileen Peacock, AACSB (International) assigned mentor, would be joining the meeting at approximately 12 noon.

15.3 In relation to the restructuring of the Business and Law Group, the Chair advised that the University has preference for Option 2 [refer to the paper circulated by the Deputy Vice Chancellor (Teaching and Learning)] and has been preparing budget and other information in anticipation of same. The proposal will be considered at the July Council meeting members noted that the Griffith Law School has expressed some dissatisfaction with the process overall. The Griffith Business School have been guaranteed that there will be no budget loss for 2005/2006 Budget cycle.

15.4 Following up with restructuring issues, the Chair advised he attended a meeting with the Deputy Vice Chancellor (Teaching and Learning) to consider the Griffith Business School’s representation on University level Committees. Agreement has been reached to review committee memberships with immediate consideration being given to Senior Selection Committee, with an additional member being added so as to not disadvantage the Griffith Business School’s current position.

15.5 Academic and general staff whom currently report to the Pro Vice Chancellor (Business and Law) will continue to do so. Council will consider an interim arrangement of a combined Acting Pro Vice Chancellor and Dean (Business) position at its July meeting. The Pro Vice Chancellor (Business and Law) further advised that a change management and implementation plan will be developed over the next six months whereby central elements will determine how best to support any changes to Group structures to the end of 2006.

15.6 The Chair advised of a recent meeting with the new Director, External Relations, Ms Margaret Fairman. Ms Fairman attended the Business Forum evenings, and noted that these clashed with State of Origin festivities. Both parties expressed concern with the marketing and profiling of the Griffith Business School and agreed that further investigation and consideration would need to occur in light of the University’s aspiration of Top 10 status. Members will shortly see television advertisements and other print media supporting the Open Day campaign, which will include a recent Griffith Business School graduate.
For noting

16.0 PRO-VICE CHANCELLOR'S (BUSINESS AND LAW) REPORT

16.1 Professor Christine Smith, Pro-Vice Chancellor (Business and Law), provided an oral report at the meeting.

16.2 The Pro Vice Chancellor (Business and Law) acknowledged her last meeting of the Griffith Business School Board and wished to thank staff for their kind words (refer Minute Item 3.2 above). The Pro Vice Chancellor (Business and Law) wished to thank all staff for their assistance and members who contributed to the working parties for undergraduate and postgraduate programs who have been working feverishly over the several months to furnish submissions. It is evident that a spirit of goodwill and cooperation exists within the Griffith Business School and that the last two meetings work reflects this. Such hard work has been noted and the proposed changes represent a major shift in the Griffith Business School. Future challenges do lie ahead and time will need to be taken to ensure the Griffith Business School’s house is in order, that programs are given time to settle and that staff are given the tools and/or support to improve their research performance.

16.3 Research Quality Framework (RQF) – a research quality taskforce has been established at the University level, similar to AQUA, and the Griffith Business School will have representation via Professor Liz Fulop, Associate Dean, Research and Research Studies, on this important body. A Griffith Business School RQF working group will also require establishment to assist Professor Fulop with this task. Professor Fulop will undertake a process to identify a process for membership, communicate regularly with colleagues about the RQF, and seek input/information in order to identify, measure and verify the impact of research. The RQF process will provide a challenge over the coming six months in terms of qualifying impact measures and also identifying quality publications at the discipline level.

16.4 The Pro Vice Chancellor (Business and Law) also advised members that agreement has now been finalised with the Griffith Law School that the teaching of Business Law and Company Law at the Gold Coast campus would be undertaken by the Department of Accounting, Finance and Economics from 2006. Additional staffing resources have been allocated for within the budget to accommodate this shift.

For noting

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

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

17.2 Members were advised that the new program submissions for the Bachelor of International Business, Bachelor of Arts (Politics, Asian Studies and International Relations) and Bachelor of Commerce programs have been completed. Further work is still required with respect to the Bachelor of Business programs. Final submissions are to be considered at the 30 June meeting of Programs Committee. Double degree programs are to be considered at the October meeting of Programs Committee.

17.3 Work is now progressing on developing transition information and consideration of wider implementation issues. Consideration needs to be given to the role of Program Director within the Griffith Business School given that programs extend across more than one campus. In considering the role of Program Directors in light of the new structures, a process needs to be determined on how to appoint Program Directors, one
such suggestions being a process of expression interest. The Chair expressed preference for one Program Director per program, with Deputy Directors to be based at the other campus/es.

For noting

18.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES’ REPORT

18.1 Professor Lorelle Frazer, Acting Associate Dean, Postgraduate Studies (Griffith Business School), did not provide a report for this meeting.

18.2 The Acting Associate Dean, Postgraduate Studies, acknowledged that staff had been working hard to finalise the program submissions that are before this committee meeting. The work of all involved in this process was acknowledged, in particular, Professors Greg Bamber and Art Shulman, Heads of Department, Program Convenors/Directors, and administrative staff including Ms Kim Cotterell and Mr Ryk Rostron.

For noting

19.0 ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING’S REPORT

19.1 Professor Liz Fulop, Associate Dean, Research and Research Training (Griffith Business School) provided an oral report at the meeting.

19.2 In presenting the report, the Associate Dean, Research and Research Training noted several issues:

19.2.1 A meeting of the University RQF working party was held and Groups/Faculties are to establish their own RQF working parties. The Associate Dean agreed to circulate a discussion paper arising from the meeting to be considered at the Griffith Business School Retreat scheduled for 21 June.

19.2.2 Review of Internal Grant Schemes – GURGS and NRGS

Such schemes are principally designed to provide support for early career researchers and non-professorial staff. Members discussed a range of issues surrounding the grants scheme and noted that the Griffith Business School had already resolved a number of these. The role of Research Centres within this process was also discussed and it was agreed that, in line with the Sara Report, that they must realign research activity to take into account cultural change. Members also discussed that it may be appropriate to consider developing new areas for support, particularly when senior researchers undertake management roles, and for professorial staff where ARC Discovery grants are particularly hard to obtain.

19.2.3 DEST Reporting Process

Members were advised that DEST reporting must be finalised by 21 June. A small number of applications have been identified as requiring some additional work, and the Associate Dean reminded members that the AVCC policy is quite prescriptive in that staff cannot publish the same article in different journals.

For noting
20.0 DIRECTOR OF INTERNATIONALISATION, COMMERCIALISATION AND COMMUNITY PARTNERSHIPS’ REPORT

20.1 Professor Glenda Strachan, Director of Internationalisation, Commercialisation and Community Partnerships, provided apologies to the meeting.

20.2 Professor Michelle Barker, Acting Director of Internationalisation, Commercialisation and Community Partnerships, and provided a brief report on the following issues:

20.2.1 The AACSB (International) Mentor provided feedback on the Director’s role and suggested that the position title be shortened;
20.2.2 The recently held workshop in conjunction with QPEC discussing “skills shortages” on 11 July at South Bank was very successful and provided a tremendous opportunity for networking. It is hoped that these types of opportunities will be extended further;
20.2.3 Mr Jim Nyland, Office of Community Partnerships, has been looking at ways to link the Griffith Business School and the University better to integrate work (community based) learning projects and has had several meetings with Don Whitehouse, Principal, Marsden State High School about such possibilities;
20.2.4 Ms Suzanne Pinchen, Office of Commercialisation, has encouraged staff that have been successful in receiving tenders to support/mentor junior staff. Further information about the tendering process will be available to staff shortly;
20.2.5 Mr Ken Bennett, Head, Work Integrated Learning (Griffith Business School) has been discussing with the Chair about how best to manage internships/projects across the Griffith Business School;
20.2.6 In relation to learning assistance within the Griffith Business School, there is to be a lot of activity and developments taking place in 2006 to align courses better with program objectives and aligning learning outcomes within courses and including a skills development component. Members may recall Ms Robyn Stephens presentation on this project from the last committee meeting. The Associate Dean, Curriculum, Teaching and Learning advised that he has approached Professor Royce Sadler, Director, Griffith Institute for Higher Education (GIHE) with an invitation to present seminars on assessment for staff, outlining that this activity would be useful to kick-start the course outlines and learning objectives and skills development tasks that are to be undertaken for 2006.

21.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

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

21.2 Professor Shulman thanked all staff members for their work in preparing the documentation to support the Griffith Business School’s accreditation visit. Members were again reminded that Professor Peacock, AACSB (International) Mentor would be joining the meeting at 12 noon and that today she had reviewed postgraduate course procedures and will provide a debrief with the Executive on her recommendations.

21.3 The Chair thanked Professor Shulman for his work with accreditation, along with Ms Meeghan Thorley, Project Officer.
22.0  MEETING WITH PROFESSOR EILEEN PEACOCK
AACSB (INT) ASSIGNED MENTOR

22.1  The Chair welcomed Professor Eileen Peacock to the meeting. Members noted that as the GBS’ assigned mentor, Professor Peacock brings a wealth of experience and knowledge to the process, as she is currently a Professor of Accounting and Dean, Charlton College of Business, University of Massachusetts, Dartmouth and has over 10 years accreditation experience with the AACSB. Professor Peacock has recently completed the accreditation exercise with Lancaster University, United Kingdom and maintains an on-going mentor role with Massey University, New Zealand.

22.2  Professor Peacock advised members that the role of the mentor is to assist the GBS to undertake an analysis of its strengths, weaknesses, opportunities and threats (SWOT) for each standard, and to develop an action plan for each. The mentor assists by asking lots of questions in relation to processes and standards and will assist the GBS through a pre-accreditation process, leading to the production of a final pre-accreditation plan. The mentor is then asked to authenticate the plan by presenting it to the AACSB’s Pre-Accreditation committee. It is expected that a final pre-accreditation plan would be available around mid-August.

22.3  The pre-accreditation process allows Schools to stay within the process for a maximum of five years. This provides Schools with an opportunity to address issues that require more time to work through eg, recruitment of appropriate staff to support new programs etc. If the pre-accreditation committee approves the GBS’ plan, an accreditation team is formulated with a Chair appointed for a one-year term, and a visit by the accreditation team will take place shortly thereafter.

22.4  Members were invited to ask questions and Professor Peacock discussed a range of issues that had been identified. Some issues were seen as being very positive attributes of the GBS. Areas discussed include:

24.1.1  Griffith as a cross-campus institution – with the concept of no campus specific degrees, the view thus far is that the GBS’ programs are considered as a whole with educational resource issues being addressed by top tiers of management. The Review Panel would consider this and look at the delivery of educational resources at the local, ie campus, levels;

24.1.2  Faculty qualifications – Professor Peacock commented that this is an issue she is unfamiliar with at present and identified that this would be an area that the Review Panel would consider to ensure that appropriately qualified staff are in place within the GBS. In suggesting this, Professor Peacock advised members that the standards do allow for non-PhD awarded staff to be contributors and it was expected that graduate programs would be supported by staff with higher credentials;

24.1.3  Quality and continuous improvement (student expectations) – programs form the basis of this determination and while institutions are accredited, supporting data for this standard is produced at the program level. With the restructuring of programs to be across the GBS (GBS hosted), it was noted that this move had substantially increased the GBS’ position with respect to accreditation.

22.5  Professors Powell and Shulman thanked Professor Peacock and outlined that the accreditation process is a unique opportunity to consider the processes and standards currently in place across the GBS.

For noting
23.0  OTHER BUSINESS

24.0  NEXT MEETING

24.1  The next meeting of the Griffith Business School Board will be held on Friday, 21 July, 10:00am till 1:00pm (lunch provided at 12:30pm), via videoconference in N54_2.06 (Nathan Campus) and G10_3.29 (Gold Coast Campus).

24.2  Members are asked to note the change in date and venue for this meeting.

Confirmed:  ........................................

                     (Chair)

Date:  ...........................................
DISTRIBUTION LIST

Griffith Business School Board Members

Professor Ross Guest, Acting Dean, Griffith Business School (Chair) (ex officio)

Professor Christine Smith, Acting Pro-Vice Chancellor (Business and Law) (ex officio)

Heads of Departments Directly Associated With the Faculty (ex officio)

Professor Chew Ng, Department of Accounting, Finance and Economics
Dr Janis Bailey, Department of Industrial Relations
Associate Professor Leong Liew, Department of International Business and Asian Studies
Associate Professor Bob Russell, 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 Greg Bamber, 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 Cuskey, Deputy Head of Department, Department of Tourism, Leisure, Hotel and Sport Management
Dr Dwight Zakus, 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
Professor Rob McQueen, Head of School, Griffith Law School

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 Pro-Vice Chancellor (Business and Law)
Ms Mary Hassard, Credit Transfer and Articulations Manager, Student Administration
Centre Co-ordinators, Office of Graduate Studies

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