A meeting of the Griffith Business School (GBS) Board was held on Friday, 15 June 2007, 10:00am till 1:30pm, in the Boardroom, Level 4, Room 4.08, Hub Link (L07_4.08), Logan Campus.

**MINUTES**

**PRESENT:**
Professor Bill Shepherd (Chair)
Professor Michael Powell
Professor Lorelle Frazer
Professor Graham Cuskerly (Acting Dean [Research])
Professor Art Shulman
Professor Leong Liew
Professor Bill Merrilees
Dr Michael Barry (Acting Head, Department of Industrial Relations)
Dr Louis Sanzogni
Dr Patrick Bishop
Professor Chew Ng
Professor Mike Davidson

Ms Kate Rees (Secretary)

Present by Invitation
Ms Judy Hartley

**APOLOGIES:**
Professor Chris Guiding
Professor Chris Auld

<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item Number and Attachment/s)</th>
<th>Brief Description</th>
<th>Resolution</th>
<th>Action to be Taken</th>
<th>Responsible Officer</th>
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<td>COMMITTEE MEMBERSHIP</td>
<td>The Chair welcomed Dr Michael Barry, attending as Acting Head, Department of Industrial Relations, to the meeting. Members noted that this would be the last meeting of the GBS Board for Professor Bill Merrilees and Professor Patrick Bishop whose terms as Head, Department of Marketing and Department of Politics and Public Policy are due to expire. On behalf of the Board, the Chair expressed thanks to Professor Merrilees and Professor Bishop, for their contributions</td>
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CONFIRMATION OF MINUTES (Agenda Item Number 2.0)
The minutes of the 22/2007 meeting of the Griffith Business School Board, having been circulated, were taken as read and confirmed.

MATTERS ARISING FROM PREVIOUS MINUTES (Agenda Item Number 3.0)
Nil

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

NEW PROGRAM SUBMISSION (#2007/0002077)
3210 GRADUATE CERTIFICATE IN POLICY ANALYSIS (Agenda Item Number 12.0)

Professor Patrick Bishop, Head, Department of Politics and Public Policy, presented the new program submission proposing the introduction of the 3210 Graduate Certificate in Policy Analysis for Summer Semester 2007.

The Board was advised:
- A pilot program will be held in Semester 2, with two courses offered to a cohort of students.
- The four courses in the program will be offered in intensive mode at the South Bank campus. Courses will be held over a four day period.
- All students in the program will be employed in the public service, and will be sponsored by their employer.
- The path to promotion in the public service is focused more on policy analysis, and the Graduate Certificate is aimed at professionals seeking advancement.
- An earlier application to FLAS has secured additional funding for the program.

In discussing the new program, it was requested that the contact time for each of the courses be specified in the submission. The learning load for intensive courses should be equivalent to that of a standard 13 week course. This information is to be specified in this, and future program submissions, as a requirement of accreditation.
SCHEDULING OF DEFERRED AND SUPPLEMENTARY EXAMINATIONS (Agenda Item Number 14.0)

The Griffith Business School Board was invited to provide feedback to the Learning and Teaching Committee on the proposed change to the timing of centrally-run deferred and supplementary exams.

A briefing paper, prepared by the Manager, Student Administration was distributed to members for feedback. The Board made the following comments:

- It is difficult for students to attend deferred and supplementary exams in the current schedule, which clashes with the beginning of the next semester.
- The new schedule proposes that applications for deferred and supplementary assessment be finalised by the end of the results processing deadline. This will be difficult to achieve if staff are away.
- The current system of submitting and approving applications is extremely slow, overburdened by the many steps involved in the approval process. It was thought that many of these applications could be approved administratively, by following University policy, negating the need for involvement by course convenors in all decisions.
- The new schedule proposes to hold the semester 2 exams before the holiday period which will impact on staff leave.
- International students will be required to remain on campus for an extra month. Traditionally, international students return home after completing exams.
- The shorter time periods between the exam period and deferred exam period may be a bigger incentive for some students to apply for a deferred exam.
- The proposal did not address summer semester exams, nor the new trimester model proposed for business programs at Logan.
- The changes to the semester 2 timetable will have the biggest impact on staff, especially in regards to staff leave.
- A more efficient process is required across the University to manage deferred exam applications. This process should examine stricter guidelines for assessing and granting deferred examinations, to address the problem of students applying for multiple deferred exams each semester.
- Administrative staff could be more involved in the approval of standard deferred applications; non-standard cases should still require the involvement of the course convenor.
- The GBS supports the idea of bringing forward the exam dates, however recommends that staff are given additional time to mark exams. Results could be released after the semester 2 holiday break.
The Board resolved to provide the following feedback to Learning and Teaching Committee:
- The GBS supports the idea of an earlier examination period.
- The release of results should be delayed to give staff who are away on leave time to mark the exams.
- The University needs to address the criteria currently used to assess applications and grant examinations. It is felt the existing criteria is not strict enough to prevent students from applying for multiple deferred exams each semester.
- Information should be gathered for comparison from other universities regarding their criteria for assessing and granting deferred exam applications.

**SECTION B: ACTION UNDER DELEGATED AUTHORITY**

### COURSE OUTLINES – GRIFFITH BUSINESS SCHOOL (Agenda Item Number 15.0)

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving the following Course Outlines for implementation in Semester 2 2007:
- 1006IBA Business Statistics
- 3001HSL Strategy and Change: A Service Industry Approach
- 3213HSL Conference and Convention Management
- 7002GBS Advanced Research Methodologies
- 7107MKT Franchising
- 7210MKT Advanced Consumer Decision-Making
- 7334HSL Sport Promotion and Communication
- 7501GBS Risk Management: Philosophy, Principles and Concepts
- 7502GBS Risk Management: Processes, Applications & Practice.

**MINOR CHANGE SUBMISSION (2007/0002073)**

2019 BACHELOR OF INTERNATIONAL BUSINESS (HONOURS) (Agenda Item Number 16.0)

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 2019 Bachelor of International Business (Honours), as described in 2007/0002073, for implementation in Semester 2 2007.

**SPECIAL PURPOSE SUBMISSION (2007/0002074)**

3083 GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION (EXIT POINT ONLY)

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 5275 Master of Public Administration program group, as described in 2007/0002074, for implementation in Semester 2 2007.
| 5275 MASTER OF PUBLIC ADMINISTRATION  
5327 MASTER OF PUBLIC ADMINISTRATION WITH HONOURS  
(Agenda Item Number 17.0) | | | |
|---|---|---|---|
| MINOR CHANGE SUBMISSION  
(#2007/0002075)  
1289/1290 BACHELOR OF BUSINESS (TOURISM, HOTEL, EVENT AND SPORT)  
1307/1308 GRIFFITH BUSINESS SCHOOL DOUBLE DEGREES  
1314 BACHELOR OF BUSINESS (HONG KONG)  
(Agenda Item Number 18.0) | The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1289/1290 Bachelor of Business (Tourism, Hotel, Event and Sport), 1307/1308 GBS Double Degrees and 225 Bachelor of Business (Hong Kong), as described in 2007/0002075, for implementation in Semester 2 2007. | Ratified | - |

| 1034/1287/1288 BACHELOR OF BUSINESS  
(Agenda Item Number 19.0) | | | |
|---|---|---|---|
| MINOR CHANGE SUBMISSION  
(#2007/0002079)  
1034/1287/1288 BACHELOR OF BUSINESS  
(Agenda Item Number 19.0) | The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1304/1287/1288 Bachelor of Business, as described in 2007/0002079, for implementation in Semester 2 2007. | Ratified | - |
### CHAIR’S REPORT
(Agenda Item Number 4.0)

The Chair provided an oral report at the meeting addressing the following topics of interest:

- **Selection Committees**
  The Chair has continued his involvement in various selection committees for new and continuing positions in the GBS. Arrangements to fill these positions are progressing. Appointments for the Head, Department of Marketing and Head, Department of Politics and Public Policy are in the process of confirmation.

- **Accreditation**
  Preliminary work has begun in relation to meeting the conditions of AACSB accreditation. A timeline for the accreditation process will be finalised shortly. The Chair advised that the accreditation process has been a useful exercise in gathering data regarding the activities of the school.

### PRO VICE CHANCELLOR’S (BUSINESS) REPORT
(Agenda Item Number 5.0)

The PVC (B) provided an oral report at the meeting addressing the following topics of interest:

- **AFE Review**
  The PVC (B) has received preliminary feedback from the Review Committee of the Department of Accounting, Finance and Economics. The Review Committee affirmed the department’s commitment to research and teaching, and acknowledged the department’s strong relationship with industry. The department also received positive feedback from the students consulted in the review process. The PVC (B) congratulated the Head and department staff for their achievements.

- **Mid-year QTAC Offers**
  The results of the mid-year QTAC round have been circulated to all Heads. The numbers are positive, even though OP’s remained consistent with the Semester 1 cut-offs.

- **Accreditation**
  The PVC (B) advised the Board that a student consultative committee will be formed to meet accreditation requirements. The aim of the committee will be to establish a formal feedback loop for students. The committee will be representative of students from all undergraduate and postgraduate business programs.

- **Strategy Forums**
  Strategy forums have been held to discuss the GBS strategy statement.
This statement is to be revised as part of the accreditation process. The PVC (B) circulated a draft strategy statement, which incorporates feedback from the forums.
- Academic Plan 3
  The University is currently drafting Academic Plan 3. The plan will focus on the two AUQA themes of internationalisation and student success. The Plan targets will be of significance to the GBS internationalisation strategy and internationalisation of the curriculum.
- Innovation Challenge
  The GBS has been asked to accept the management of the Griffith Innovation Challenge for 2007. This event was held for the first time in 2006. This is an important event for the GBS to be involved in, and staff are asked to encourage student participation in the event.
- Staffing
  The PVC (B) advised that he and the Dean (Academic) would be absent from 25 June to 9 July, and 25 June till 6 August, respectively. The Dean (Learning and Teaching) will be Acting PVC (B) during this period.
  Additionally, the PVC (B) advised the Board of changes to the position of Director, Quality and Accreditation. Professor Art Shulman will continue to work with the GBS, however will be acting in an advisory role to assist the GBS in its pursuit of accreditation. The PVC (B) acknowledged the contributions Professor Shulman has made to the GBS, especially in leading the accreditation agenda, and for his involvement in the postgraduate program reviews and sustainability program.

DEAN’S (LEARNING AND TEACHING) REPORT
(Agenda Item Number 6.0)

The Dean (Learning and Teaching), GBS provided an oral report at the meeting addressing the following topics of interest:
- Program Directors
  The Dean circulated a list of Program Directors for Semester 2. There have been a number of changes to the postgraduate Program Directors.
- Summer Semester timetable
  Program Directors have been asked to consult with Heads of Department regarding potential course offerings for summer semester. All recommendations should be made by the end of June.
- Accreditation
  Curriculum mapping workshops are being held for each program as part of the accreditation process. The workshops will involve Program Directors, PSO’s and course convenors. The first three programs will be the Master of Business Administration, Master of Human Resource Management and Bachelor of Business (Human Resource Management). The Dean (L&T) also advised she will be attending department committee meetings to
provide staff with an overview of the accreditation process and the importance of gaining accreditation to the GBS.
- **Student Enrolments**
  The Dean (Learning and Teaching) circulated a document that provided preliminary enrolment figures for postgraduate programs in Semester 2.
- **Retention Rates**
  The Dean spoke to a document (#2007/0002090) tabled at the meeting that provided retention data for the GBS, and the University, from 2001-2006. The data allowed for comparison across the old and new degrees, by attendance type and OP. The Board discussed trends and commonalities in the data.

### ACTING DEAN’S (RESEARCH) REPORT

(Agenda Item Number 7.0)

The Acting Dean (Research), GBS provided an oral report at the meeting addressing the following topics of interest:
- Staff in the research office will be moving office. The new offices will be located in the old GSM office space.
- At its 3/2007 meeting the Research and Postgraduate Studies Committee approved the re-establishment of the Research Centre for Work, Organisation and Wellbeing. The Acting Dean advised that the appointment of a Centre Director had been approved.
- Annual RHD reports must be submitted shortly. The Acting Dean (R) encouraged all Heads to consider the nomination of a departmental RHD coordinator.
- The RHD Poster Competition will be held annually. The Research Sub-Committee will develop a proposal to outline the planning schedule for this event.
- AROP workshops have been scheduled to compare the planned and actual research performance of staff.
- Staff are asked to encourage participation in the RHD staff development programs. It is important to build a strong research culture in the GBS.
- The GBS Strategic Plan for Research is due for review in 2008.
- The Acting Dean indicated his intention to attend department committee meetings to provide staff the opportunity to raise any issues or concerns.
- The Research Sub-Committee will look at implementing career plan workshops targeting early career researchers and the development of 3 year research plans.

### DIRECTOR, INTERNATIONALISATION AND COMMUNITY PARTNERSHIPS’ REPORT

The Director, Internationalisation and Community Partnerships, GBS was unable to attend the meeting. There were no matters to report.
| (Agenda Item Number 8.0) | DIRECTOR, QUALITY AND ACCREDITATION’S REPORT  
(Agenda Item Number 9.0) | The Director, Quality and Accreditation, GBS provided an oral report at the meeting addressing the following topics of interest: |
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<td><strong>AUQA Audit</strong></td>
<td>The Director advised the Board the AUQA Audit is to be finalised in April 2008. The audit will incorporate two themes. The first theme is internationalisation, which will focus on undergraduate and postgraduate onshore programs, transnational programs and student exposure to an internationalised curriculum. The second theme is student success which will examine the impact of the first year experience, orientation and transition and first year undergraduate support. Additionally, the audit report will address issues identified in the 2004 audit, including student retention.</td>
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<td><strong>AACSB Accreditation</strong></td>
<td>The Director advised progress is being made towards reaching the accreditation goals. The Peer Review team has been appointed by AACSB. The GBS has been asked to nominate a schedule for review, the Executive Group will discuss this and finalise the timeline.</td>
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<td><strong>EFMD and EQUIS</strong></td>
<td>EFMD has released a revised process for EQUIS accreditation, incorporating feedback from the GBS. Key changes deal with communication from the Head of the Peer Review Team and the School and Standing Committee. The GBS is to decide on whether to proceed with pursuing EQUIS accreditation.</td>
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<td><strong>Information Overlap</strong></td>
<td>The Director advised the Board that there is significant overlap in the information required for AUQA and AACSB. This will ensure the administrative load on staff involved in preparing information for the reviews is kept to a minimum.</td>
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<td><strong>Future Thank You</strong></td>
<td>In acknowledging the upcoming change in his role, the Director extended his thanks to members of the Board for the support and assistance he has received in working towards the accreditation requirements of the GBS.</td>
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<td><strong>GBS MARKETING PLAN</strong></td>
<td>The Chair welcomed Mr Brendan Layton, Marketing Manager, Business/Law to the meeting. Mr Layton presented an overview of the current marketing strategy for the GBS and the University. The strategy is targeting Generation Y by focusing on the interests and characteristics of the group, and will take advantage of the strengths of the GBS. Three new television ads have been developed for the University in the lead up to Open Day. The ads focus on the key areas of business, public health and the environment. The Board was shown a preview of the ads, to be aired in the upcoming weeks. Mr Layton also</td>
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<td><strong>Noted</strong></td>
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The Chair welcomed Ms Judy Hartley, Manager, Student Equity Services. Ms Hartley presented the draft Disability Action Plan and has requested feedback from the GBS. The following points were raised:

- The University is required to comply with the Disability Discrimination Act (DDA) which outlines the subordinate legislation, Disability Standards for Education. The Disability Standards require an organisation to take a proactive approach in the adoption of inclusive practices.
- Under the DDA, organisations can develop action plans. The draft Disability Action Plan provides a framework for a response to complaints, and provides a process for identifying the necessary adjustments required to ensure students can meet their learning requirements.
- The Disability Action Plan compliments the equity and diversity strategy of the University, and is based on the student lifecycle model.
- Critical areas for the University to consider in developing an inclusive environment are program and course curriculum development, professional accreditation and the integration of WIL components into the curriculum. Each Group must ensure that all students are able to attain the same learning outcomes from a course.

In response to specific questions, the Board was advised:

- The University adopts a broad definition of disability, which can be based on various disabilities including sensory, physical or medical. The University must ensure it has made a reasonable adjustment to accommodate the disability.
- Schools must endeavour to make reasonable adjustments to ensure students are able to participate in the practical components of a course. Schools must ensure students understand exactly what is required of their participation in these components.
- Students can identify a disability on enrolment however a large number of students do not. All students are contacted at the beginning of semester and are invited contact the Student Equity Services if they require additional support during the semester. The School can only be informed of a particular student’s requirement if the student grants permission. Some students choose to make individual contact with the School.
- The School can refer all matters to the Student Equity Services for support and guidance.
- Course convenors can take action to ensure appropriate material is provided to students. Standard sections are included in all course outlines.

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<th>DRAFT DISABILITY ACTION PLAN 2007-2011</th>
<th>Feedback to be provided on draft Disability Action Plan</th>
<th>All feedback to be provided to Chair and Secretary, to be forwarded to Ms Judy Hartley</th>
<th>Chair and Secretary</th>
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<td>(Agenda Item Number 11.0)</td>
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| provided an overview of future marketing campaigns. | | | |

www.griffith.edu.au/committees
referring students to support services. Convenors can also invite students in the initial lecture to contact them if the student will require additional support.

The Chair requested that all feedback from staff on the draft Disability Action Plan be forwarded to the Chair and Committee Secretary, who will provide a final report to Ms Hartley by mid-July 2007.

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<th>INTERNATIONALISATION STRATEGY, GRIFFITH BUSINESS SCHOOL (#2007/0002068) (Agenda Item Number 13.0)</th>
<th>This item was withdrawn from discussion.</th>
<th>Withdrawn</th>
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<th>REPORTS OF SUB-COMMITTEES OF THE FACULTY BOARD (Agenda Item Number 20.0)</th>
<th>The GBS Board noted the minutes from the Special meeting of the Curriculum Teaching and Learning Committee, GBS, held 17 May 2007.</th>
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<th>POLICY, PROCEDURES AND FORMS UPDATES (Agenda Item Number 21.0)</th>
<th>The GBS Board noted advice on University policy, procedures and form revisions.</th>
<th>Noted</th>
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HEALTH AND SAFETY  
*(Agenda Item Number 22.0)*  
The GBS Board noted the report from the Health and Safety Officer.  
The GBS Board noted the date of the Health and Safety Forum.  
Noted  

CHANGES TO NATIONAL CODE  
*(Agenda Item Number 23.0)*  
The GBS Board noted the implications of the changes to the National Code, as detailed in the Program Planning and Development, and International Students: Study and Student Visa Compliance flyers.  
Noted  

Griffith Awards for Excellence in Teaching  
*(Agenda Item Number 24.0)*  
The GBS Board noted the closing date for nominations for the Griffith Awards for Excellence in Teaching.  
Noted  

OTHER BUSINESS  
*(Agenda Item Number 25.0)*  
NIL  
Noted  

NEXT MEETING  
*(Agenda Item Number 26.0)*  
The GBS Board noted the timing and location for the 4/2007 August meeting.  
Noted  

Confirmed:  

(Chair)  

Date:  

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DISTRIBUTION LIST

Griffith Business School Board Members
Professor Bill Shepherd, Dean (Academic) (Chair) (ex officio)
Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)

Deans (appointed by the Group Pro Vice Chancellor)
Professor Graham Cuskelly, Acting Dean (Research)
Professor Lorelle Frazer, Dean (Learning and Teaching)

Heads of Departments Directly Associated with the Faculty (ex officio)
Professor Chew Ng, Department of Accounting, Finance and Economics
Dr Cameron Allan, 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 Patrick Bishop, Department of Politics and Public Policy
Professor Mike Davidson, Department of Tourism, Leisure, Hotel and Sport Management

Research Centre Representative (ex officio)
Professor Chris Guilding, Director, Service Industry Research Centre

Invited (for Audience and Debate)
Professor Christopher Auld, Director, Internationalisation and Community Partnerships
Professor Arthur Shulman, Director, Quality and Accreditation

Information Copies
(without attachments unless stated)
Ms Alison Harris, Group Resource Manager, Business
Human Resource (HR) Manager, Business
Mr Brendan Layton, Marketing Manager, Business/Law
Ms Suzanne Pinchen, Business Development Management, Business/Law, Office for Commercialisation
Deans’ and Heads of Departments’ Secretaries, Griffith Business School
Program Service Officers, Griffith Business School
Ms Lisa Cotterell, Executive Officer to the Pro Vice Chancellor (Business)
Ms Mary Hassard, Credit Transfer and Articulations Manager, Student Administration
Centre Coordinators, Office of Graduate Studies
Client Administration Officers, Student Administration

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