A meeting of the Griffith Business School Board was held on Friday, 20 May 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
Dr Janis Bailey
Professor Michelle Barker (for Professor Glenda Strachan)
Professor Mike Davidson
Professor Greg Bamber
Professor Ross Guest
Associate Professor Leong Liew
Associate Professor Javed Maswood
Professor Bill Merrilees
Professor Chew Ng
Associate Professor Bob Russell
Associate Professor Saroja Selvanathan (until 11.30am)
Professor Bill Shepherd
Professor Arthur Shulman
Dr Liz van Acker
Dr Dwight Zakus
Dr Mohammad Tahir
Associate Professor Graham Cuskelly

Present by Invitation:

Ms Robyn Stephens (for Agenda Items 15 – 17) (until 11.20am)
Mr Colin England (for Agenda Items 15 – 17)

Secretary: Ms Amanda Clark

1.0 CONFIRMATION OF MINUTES

1.1 On request of the Chair, the minutes of the 4/2005 meeting held in April will be considered at the next meeting.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES

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

3.0 NEW PROGRAM SUBMISSION
3171 GRADUATE CERTIFICATE IN BUSINESS (WORKCOVER QLD)

3.1 The Griffith Business School Board was asked to consider a new program submission for a 3171 Graduate Certificate in Business (WorkCover QLD), as detailed in 2005/0000508 (revised 2005/0000487), for introduction in semester 2, 2005.

3.2 Professor Chew Ng advised that in conjunction with the Office for Community Partnerships, a proposal was developed to introduce a program that would provide WorkCover QLD employees with the necessary legal and accounting skills to effectively undertake their work.

3.3 The program is sponsored by WorkCover QLD and will be offered part-time, with students receiving print-based learning materials. These materials will be supplemented with 2 or 3 face-to-face teaching sessions at WorkCover premises. The program structure is as follows:

<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>II</td>
<td>7111AFE</td>
<td>Accounting</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>I</td>
<td>7140AFE</td>
<td>Financial Accounting</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>II</td>
<td>7110MGT</td>
<td>Applied Business Communication</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>I</td>
<td>7300LAW</td>
<td>Introduction to Law and Legal Reasoning</td>
<td>10</td>
</tr>
</tbody>
</table>

3.4 In considering the proposal, members requested that confirmation be sought with respect to fees set as part of sponsored student fee arrangements.

Resolution

3.5 The Griffith Business School Board resolved to recommend to Programs Committee a new program submission for 3171 Graduate Certificate in Business (WorkCover QLD), as described in 2005/0000508 (revised 2005/0000487), subject to the confirmation of sponsored student fee arrangements as outlined in 3.4 above, for introduction in semester 2, 2005.

4.0 ADVICE OF PROGRAM WITHDRAWAL
5351 MASTER OF BUSINESS ADMINISTRATION / GRADUATE DIPLOMA OF ECONOMICS

4.1 The Griffith Business School Board was asked to consider an advice of program withdrawal for the 5351 Master of Business Administration / Graduate Diploma of Economics (Nathan campus), as detailed in 2005/0000438, for introduction in semester 2, 2005.

4.2 The Associate Dean, Postgraduate Studies, advised members that the Postgraduate Studies Committee, Griffith Business School, considered this submission at their meeting held on 12 May, 2005 and recommended this program be withdrawn in semester 2, 2005 on the basis that it had been identified as an under-performing program in terms of student recruitments (there are currently no students enrolled in this program).
Resolution

4.3 The Griffith Business School Board resolved to recommend to Programs Committee the advice of program withdrawal for the 5351 Master of Business Administration / Graduate Diploma of Economics (Nathan campus), as detailed in 2005/0000438, for introduction in semester 2, 2005.

5.0 NEW PROGRAM SUBMISSIONS

1034 BACHELOR OF BUSINESS (GOLD COAST, EXISTING PROGRAM)
1288 BACHELOR OF BUSINESS (NATHAN, NEW)
1287 BACHELOR OF BUSINESS (LOGAN, NEW)

NEW PROGRAM SUBMISSIONS

1035 BACHELOR OF COMMERCE (NATHAN, EXISTING PROGRAM)
1286 BACHELOR OF COMMERCE (GOLD COAST, NEW)
1285 BACHELOR OF COMMERCE (LOGAN, NEW)

5.1 The Griffith Business School Board was asked to consider a new program submission for a 1034/1288/1287 Bachelor of Business (Gold Coast, Logan and Nathan campuses), as detailed in 2005/0000497 (revised 2005/0000496), and 1035/1286/1285 Bachelor of Commerce (Nathan, Logan and Gold Coast), as detailed in 2005/0000500 (revised 2005/0000499), for introduction in semester 1, 2006.

5.2 Professor Shepherd circulated to members a document titled “Revision of Undergraduate Teaching and Learning Programs in the GBS” where the various stages of the review process were outlined. This document considered the undergraduate program profile review in a strategic context linking both strategy and operational issues – within the various Phases as briefly outlined below:

5.2.1 Phase One – revised the undergraduate programs as per the timelines set out in the University’s Academic Plan. A series of new programs have been developed with similar structures and curricula with a narrower range of coverage and greater focus on GBS areas of strength;

5.2.2 Phase Two – considers a GBS Workload Model, honours and four year double degree programs and considers other internal accreditation issues such as minimum enrolment policies, courses, majors and minors (with the removal of “hidden” duplication of courses in each major/minor). Professor Shepherd advised that a course schedule needs to be compiled and University space restrictions will impact upon the offerings in some Departments, namely AFE.

In considering a minimum enrolments policy, the GBS needs to be mindful of ways it can streamline its processes and information on withdrawing courses with low enrolments and such withdrawals are likely to be considered on a two-year timeframe with data to be drawn from 2003 – 2008. A small discussion group under the auspices of the Curriculum, Teaching and Learning Committee will consider this issue and a process in further detail.

Further, the Academic Planning process will be considered from a student perspective with the appointment of academic planners and the provision of appropriate supporting documentation for students. As part of this process, learning development units for first year courses have been developed by Robyn Stephens’ team, with the co-operation of Department staff, and new program workshops will be run for academic and administrative staff and student counsellors to facilitate change within the GBS;
Professor Shulman raised the importance of having students nominate their Academic Plan earlier in the process and work is being undertaken to ensure this also.

5.2.3 Phase Three – considers the development and management of transition arrangements and the issues surrounding the appointment of Program Directors (how many, where, what authority they are to have and the lines of responsibility and rewards available in the GBS); and

5.2.4 Phase Four – looks at on-going withdrawal and renewal of courses within majors/minors and programs with a view to not having an open-ended internal accreditation process.

5.3 In considering the submission documents, discussions with the Academic Registrar and Head of the Secretariat, and relevant staff, resulted in the use of a non-standard planning proforma for changes within the GBS, with issues to be addressed by various stakeholders required to be considered in various levels of detail. Professor Shepherd reminded members that these were internal planning documents. In considering the issues of the review of the undergraduate profile and developments within the University, Professor Shepherd advised members of the following:

- The outcomes of the University’s Honours TaskForce report and their impact upon developments within the GBS for a revised suite of honours programs supporting the newly established undergraduate profile;
- The move to the use of more widespread courses in work-integrated learning; and
- Monies provided to support the teaching and learning program within the GBS ($160K) and that the Dean and Associate Dean (CTL) to provide clear performance goals for those projects (6 in total);

5.4 In considering the Bachelor of Commerce submissions, members noted the following:

- Degree requirements needs to be amended to include the possibility of students taking either a 60CP Minor and 20CP electives OR another 80CP Major etc;
- Under 7.0 Transition Arrangements, members requested clearer wording behind the transferring of students;
- Mid-year entry students must be appropriately accommodated and this is to be reflected in the documentation, particularly in day/night rotations. Professor Shepherd advised that this work would be undertaken as part of Phase 2;
- The issues surrounding the maximum overlap of courses within each Major or Minor and that some have work-integrated learning courses. Professor Shepherd advised that work-integrated learning courses were exempt from the overlap rule and that it may be appropriate to include this in the documentation; and
- The Chair advised HOD’s to identify Majors/Minors that cannot be delivered in 2006 so that this information can be included in the submissions.

5.5 In considering the Bachelor of Business submissions, Professor Shepherd advised that the number of offerings was not excessive given the range of disciplines involved. Members noted the following:

- An error on page 5 of the Agenda relating to the number of embedded minors and new minors;
- The issue of QTAC codes within the documentation needs to be amended to reflect marketing materials;
- Degree requirements needs to be amended to include the possibility of students taking either a 60CP Minor and 20CP electives OR another 80CP Major etc;
- Page 13 of the document, members requested that Option B within first year courses be moved to Option A and that HSL first year requirements become Option B;
Some members raised concerns with the first year structure of the HSL Option B, in particular, the use of all HSL coded courses where AFE courses once prevailed. Members were advised that this was done originally as part of the Bachelor of Applied Management program offerings and that the Department of THSL had come a long way in this change process and that the Department Review scheduled for later in 2005 may provide greater guidance in this area;

- TSHL first year course titles were asked to be reviewed;
- Page 14 add Politics and Government to the list of available Minors;
- The Logistics and Supply Chain Management Major/Minor details not included. Professor Shepherd advised that a Working Party was established in 2003 and a New Academic Plan document would be presented for approval. Involvement of staff from MKT, MGT, IBA and PPP was noted;
- Under 7.0 Transition Arrangements, members requested clearer wording behind the transferring of students;
- The Department of AFE courses would be offered in semesters 1 AND 2 only and that this does have a resource impact on the GBS;
- Mid-year entry students must be appropriately accommodated and this is to be reflected in the documentation, particularly in day/night rotations. Professor Shepherd advised that this work would be undertaken as part of Phase 2;
- The issues surrounding the maximum overlap of courses within each Major or Minor and that some have work-integrated learning courses. Professor Shepherd advised that work-integrated learning courses were exempt from the overlap rule and that it may be appropriate to include this in the documentation; and
- The Chair advised HOD’s to identify Majors/Minors that cannot be delivered in 2006 so that this information can be included in the submissions.

5.6 The Chair thanked Professor Shepherd for his work in the review of the Undergraduate Program Profile. Professor Shepherd wished to thank all Departments, and in particular expressed thanks to Colin England, Annette Hutton, Amanda Clark and Sonya Betros for their involvement.

Resolution

5.7 The Griffith Business School Board resolved to recommend to Programs Committee the new program submissions for a 1034/1288/1287 Bachelor of Business (Gold Coast, Logan and Nathan campuses), as described in 2005/0000497 (revised 2005/0000496) subject to the revisions as outlined in paragraph 5.4, and 1035/1286/1285 Bachelor of Commerce (Nathan, Logan and Gold Coast), as described in 2005/0000500 (revised 2005/0000499), subject to the revisions as outlined in 5.5 above, for introduction in semester 1, 2006.

6.0 NEW PROGRAM SUBMISSION
1291/1292 BACHELOR OF ARTS

6.1 The Griffith Business School Board was asked to consider a program submission for a Bachelor of Arts (Gold Coast and Nathan campuses), as detailed in 2005/0007503 (revised 2005/0007502), for introduction in semester 1, 2006.

6.2 Following the detailed discussion, as outlined in paragraphs 5.2 and 5.3 above, members noted the following:
- That the involved Departments be commended on the integration of their programs;
- Page 4 of the testamur titles require the inclusion of “Politics and Government”; 
- The code for Economics for Managers in the First Year Structure should reflect IBA;
- Page 27 – members noted scheduling issues surrounding the minors;
6.3 The Chair thanked Professor Shepherd for his work in the review of the Undergraduate Program Profile. Professor Shepherd wished to thank all Departments, and in particular expressed thanks to Colin England, Annette Hutton, Amanda Clark and Sonya Betros for their involvement.

Resolution

6.4 The Griffith Business School Board resolved to recommend to Programs Committee the new program submission for a 1291/1292 Bachelor of Arts (Gold Coast and Nathan campuses), as described in 2005/0007503 (revised 2005/0007502), subject to the revisions outlined in paragraph 16.2 above, for introduction in semester 1, 2006.

7.0 PROGRAM SUBMISSION

1105 BACHELOR OF INTERNATIONAL BUSINESS (NATHAN)
1107 BACHELOR OF INTERNATIONAL BUSINESS (GOLD COAST)

7.1 The Griffith Business School Board was asked to consider a program submission for the 1105 Bachelor of International Business (Nathan campus) and 1107 Bachelor of International Business (Gold Coast campus), as detailed in 2005/0007505 (revised 2005/0007504), for introduction in semester 1, 2006.

7.2 Following the detailed discussion, as outlined in paragraphs 5.2 and 5.3 above, members noted the following:

- That the International Business programs were left as stand-alone as named specialised programs; and
- Extensive consultations took place between the Departments of MKT and IBA to rationalise course offerings and that the longer-term issues in relation to this would be resolved over time.

7.3 The Chair thanked Professor Shepherd for his work in the review of the Undergraduate Program Profile. Professor Shepherd wished to thank all Departments, and in particular expressed thanks to Colin England, Annette Hutton, Amanda Clark and Sonya Betros for their involvement.

Resolution

7.4 The Griffith Business School Board resolved to recommend to Programs Committee the program submissions for 1105 Bachelor of International Business (Nathan campus) and 1107 Bachelor of International Business (Gold Coast campus), as described in 2005/0007505 (revised 2005/0007504), for introduction in semester 1, 2006.

8.0 REVIEW OF TEACHING AND LEARNING COMMITTEES

8.1 The paper, Review of Teaching and Learning Committees (05/0000334) was considered at the 3/2005 meeting of the Teaching and Learning Excellence Committee and at the 1/2005 meeting of the Academic Committee. Academic Committee recommended that all affected committees be given an opportunity to comment on the review and provide feedback to be considered by the Teaching and Learning Excellence Committee at a future meeting.

8.2 At its 1/2005 meeting, Academic Committee provided the following comments on the document:

- the change in nomenclature from “teaching and learning” to “learning and teaching” places emphasis on the learner;
• the different roles of the Learning and Teaching Excellence Committee and the Learning and Teaching Committee are clearly defined in the paper. However, the respective names of the Committees do not clearly indicate their roles and the names should be reviewed;
• there was general support for the proposed disestablishment of the Honours Sub-Committee and transfer of its role to the Research and Postgraduate Studies Committee (RAPS);
• in order to establish equivalency between RAPS and the proposed Learning and Teaching Committee, it was recommended that the latter Committee be chaired by the Deputy Vice Chancellor (Teaching and Learning). In view of this proposal, consideration could be given to sharing the responsibility for chairing the Academic Committee between the Deputy Vice Chancellor (Teaching and Learning) and the Deputy Vice Chancellor (Research), or appointing a senior academic staff member to this role. Consideration should also be given to reviewing Academic Committee’s membership, in view of its size, and its actual role to engage in a range of issues including equity, community partnerships, and internationalisation.

8.3 The Griffith Business School Board considered the document with the Pro-Vice-Chancellor (Business and Law) suggesting that the approach was not controversial and supported the University’s direction in this area. The Pro-Vice Chancellor (Business & Law) further considered the impact of the committee structure on the proposed changes in the Honours area, and concluded that the Honours Sub-Committee was better serviced under the Research and Postgraduate Studies Committee as recommended, as it would provide a clear feeder into RHD programs.

8.4 The Chair encouraged members to provide additional feedback directly to the Secretary for transmission to the members of the Teaching and Learning Excellence Committee.

Resolution

8.5 The Griffith Business School Board considered the paper, Review of Teaching and Learning Committees (05/0000334), and requested the comments as outlined in paragraph 18.3 above be provided to the Secretary, Teaching and Learning Excellence Committee for consideration at a future meeting.

9.0 HONOURS TASKFORCE REPORT

9.1 The Griffith School Board was asked to consider the report of the Honours Taskforce, The Future of Honours at Griffith: The Final Report (05/0000374), and what feedback it wishes to provide to the Academic Plan Task Force for its June 9 2005 meeting.

9.2 After considering the length of the report and timing constraints, the Chair advised that the Associate Dean (Curriculum, Teaching and Learning) was to further consider the report on behalf of the Griffith Business School Board with a view to providing feedback within the stated timeframe.

9.3 The Associate Dean (Curriculum, Teaching and Learning) advised that the report has serious implications for the GBS and that the appointment of a small group to consider the report and develop an appropriate response was agreed as a way forward. The Associate Dean (Curriculum, Teaching and Learning) agreed to circulate an email to staff requesting membership to the group in order to facilitate this process.

Resolution
9.4 The Griffith Business School Board considered the report of the Honours Taskforce, *The Future of Honours at Griffith: The Final Report* (05/0000374) and that the Associate Dean (Curriculum, Teaching and Learning) would provide feedback to the Academic Plan Taskforce for its June 9, 2005 meeting as per the agreed arrangements outlined in paragraphs 19.2 and 19.3 above.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

10.0 NEW PROGRAM CONCEPT PROPOSAL

GRADUATE CERTIFICATE IN BUSINESS (EXIT POINT ONLY)
MASTER OF BUSINESS
MASTER OF BUSINESS WITH HONOURS

10.1 The Griffith Business School Board was asked to consider a new program concept proposal for a Graduate Certificate in Business (exit point only), Master of Business and Master of Business with Honours programs, as detailed in 2005/0000491 (revised 2005/0000490), for introduction in semester 1, 2006.

10.2 Professor Davidson provided members with the background to the proposal that resulted from the revision of programs within the postgraduate area and the Griffith Business School’s commitment to accreditation. In order to mount this new program, being mindful of the visions expressed in the Griffith Business School’s “Getting Smarter: Business and Law at Griffith University” and the “Griffith Academic Plan”, a number of advice of program withdrawals will take place for the following programs:

Master of International Tourism and Hospitality Management suite;
Master of Event Management suite; and
Master of Sport Management suite

with members noting that postgraduate programs in Leisure Management and Outdoor Recreation offered at Mt Gravatt were withdrawn from 2004 as a result of an extensive Stocktake Review chaired by the then Dean, Professor Christine Smith.

10.3 Members noted that this new program will contextualise and relate knowledge to the current challenges facing professionals working in tourism, hospitality, sport and event management organisations by providing graduates from relevant disciplinary backgrounds with core knowledge and skills in: marketing, strategic management, managing people and managing financial resources. It is proposed that students will undertake 40CP of core courses and embedded in these core courses will be opportunities for students to systematically develop generic skills that are transferable across the industry sectors, including skills in: communication, presentation, planning, organisation, problem-solving, critical reasoning and team-work.

10.4 The offering of a set of core courses allows for greater academic coherence in the curriculum, better utilisation of resources, and provides for a larger student cohort that will create avenues to better engage students so as to enhance their learning experiences. Following on from the set of core courses, it is proposed that students would undertake 40CP of discipline specific courses – with specialisations being reflected in the testamur titles as follows:

- Master of Business (Tourism and Hospitality Management)
- Master of Business (Sport Management)
- Master of Business (Event Management)

The development of specialist areas within the program further ensures the integrity of core knowledge as developed in the core courses in addition to that developed within
the specialist streams and is viewed as better aligning graduate outcome statements with course content.

10.5 Professor Davidson advised that Professor Peter Brown has been working extensively with members of the Planning Team and that a strategic decision had been made by the Department to offer Sport Management at Nathan to tackle competitor issues. Members agreed to provide in principle support to the mounting of courses for the Sport Management specialisation in Brisbane. Students wishing to exit after 40CP will be awarded a Graduate Certificate qualification. Those students wishing to move towards the Honours program will be required to undertake an additional 80CP of research-related courses.

Resolution

10.6 The Griffith Business School Board resolved to approve a new program concept proposal for a Graduate Certificate in Business (exit point only), Master of Business and Master of Business with Honours programs, as described in 2005/0000491 (revised 2005/0000490), subject to the nomination of an external representative for the Planning Team, for introduction in semester 1, 2006.

11.0 NEW PROGRAM CONCEPT PROPOSAL
MASTER OF BUSINESS ADMINISTRATION (INTEGRATED BUSINESS LEARNING EXPERIENCE)

11.1 The Griffith Business School Board was asked to provide in principal support to facilitate international marketing activities for a new program concept proposal for a Graduate Certificate in Business Administration (IBLE) (exit point only), Graduate Diploma in Business Administration (IBLE) (exit point only), and a Master of Business Administration (IBLE), for introduction at the Gold Coast campus in semester 1, 2006 and at the South Bank campus in semester 2, 2006. A draft version of the proposal, as detailed in 2005/000506, was provided for members' consideration.

11.2 Dr Ashley Lye was invited to the meeting to discuss the program and advised that this new suite of programs has been proposed to provide students who do not have work experience a program of study that is aimed at ensuring the graduates are positioned as valuable to an organisation as they will approach the prospective employer with the experience of a typical working environment and will have developed the necessary skills to be effective in the workplace.

11.3 The current employability of our international students as MBA qualified with an internationally accredited degree when they return overseas is limited. The importance of establishing this program as an internationally accredited program seeks to address this issue. In requesting in principle support to facilitate international marketing activities, it is expected that this program will consist of:

11.3.1 160CP in total comprising 120CP of coursework and 40CP of work integrated learning courses;

11.3.2 An annual semester 1 intake at the Gold Coast campus and an annual semester 2 intake at the South Bank campus commencing in semester 2, 2006 only, with cohort intakes limited to 55 due to work integrated/internship courses;

11.3.3 A work integrated learning support staff member to be appointed to work in conjunction with Mr Ken Bennett, Head, Work Integrated Learning Unit, to facilitate organisational placements for the purposes of a targeted work integrated learning experience;

11.3.4 In order to mount this new program, a number of existing programs will be withdrawn, namely 3124 Graduate Certificate in Business Administration
(International) (exit point only), 4126 Graduate Diploma of Business Administration (International) (exit point only), 5160 Master of Business Administration (International), 5348 Master of Business Administration (International)(Advanced), 5166 Master of Business Administration with Honours – International. Transitional arrangements for students enrolled in this suite of programs will be considered as part of the program withdrawal process; and

11.3.5 That the full new program concept proposal and the new program submission are to be finalised and presented to members for consideration at the extraordinary meeting scheduled for 3 June, 2005.

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

11.4.1 The use of the title (Integrated Business Learning Experience) was queried and members considered other titles, including executive. Members discussed the misuse of the title executive in the market place and encouraged members to submit suggestions as to an appropriate title; and

11.4.2 That no elective options are included in the program structure to allow students to develop some specialisation.

11.5 The Pro-Vice Chancellor (Business & Law) queried the embedded budget bid for administrative support that is to be signed off if remained included as part of the program concept proposal. The Pro-Vice Chancellor (Business & Law) advised members of the planning team that business-planning documentation, prepared in consultation with the Group Resource Manager, is required to support any self-funding statements and suggested it appropriate to remove such statements from the documentation. The Pro-Vice Chancellor (Business & Law) advised that separate financials are to be prepared and that these would be considered in conjunction with the new program concept proposal.

Resolution:

11.6 The Griffith Business School Board agreed to provide in principle support to facilitate international marketing activities for a Graduate Certificate in Business Administration (IBLE) (exit point only), Graduate Diploma in Business Administration (IBLE) (exit point only), and a Master of Business Administration (IBLE), as described in 2005/0000506, for introduction at the Gold Coast campus in semester 1, 2006 and at the South Bank campus in semester 2, 2006.

12.0 PROGRAM SUBMISSION
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMS

12.1 The Griffith Business School Board is asked to provide in principle support to facilitate international marketing activities for a major change program submission for the Master of Business Administration suite of programs, for introduction in semester 1, 2006. A draft version of the proposal, as detailed in 2005/0007511 (revised 2005/0007510), was provided for members’ consideration.

12.2 Professors Art Shulman and Ross Guest presented the proposal to members and advised that 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 as presented 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.
12.3 In seeking this support, members were advised of the planned changes to the program structure as follows:

12.3.1 A shift in focus of the program’s courses that will standardise and refocus courses from discipline-driven information to developing the students’ capability to manage the organisation interdisciplinary;

12.3.2 The revised program will consist of 160CP, including 100CP of core coursework courses (including 7098GSM Professional Skills) and 60CP of courses, where students will be required to complete one major (50CP or 60CP) and 10CP elective (if required, depending on major); and

12.3.3 Reduce the number of specialisations from 25 to 8 and restructure those into majors of approximately 50 or 60CP in length.

12.4 In considering the draft proposals, members provided the following comments:

12.4.1 for accreditation requirements 2,400 hours of work is required over four semesters, suggesting a justification to the increase in program length to 160CP;

12.4.2 with the revamping and expansion of the core and reduction in majors, members suggested it may be appropriate to include majors in non-performing programs, for example public administration;

12.4.3 over time it may be appropriate to blend the delivery of the program to include on-line delivery to better capture the part-time market;

12.4.4 The Department of Marketing advised that they had been consulted over the proposed marketing major and endorse the proposal; and

12.4.5 The Department of International Business and Asian Studies queried the place of 7008IBA Global Business Strategy in the revised program.

12.5 Professor Ross Guest wished to thank the GSM team in their efforts in preparing the draft documentation along with Professor Art Shulman and Dr Ashley Lye and advised that the finalised documentation would be presented to members for consideration at the extraordinary meeting scheduled for 3 June, 2005.

Resolution:

12.6 The Griffith Business School Board agreed to provide in principle support to facilitate international marketing activities for a major change submission for the Master of Business Administration suite of programs, as described in 2005/0007511, for introduction in semester 1, 2006.

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

13.0 CHAIR’S REPORT

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

13.2 The Chair advised that today’s meeting is critical milestone in the process of the undergraduate program profile and curriculum review. An extraordinary meeting has been scheduled for 3 June 2005 to consider the postgraduate programs. The Chair acknowledged and appreciated the efforts of all involved in this process.
13.3 In relation to the promotion round, the Chair advised that there has been a change in
the process from previous years which now required the Dean to provide a report on
individual applicants. Twenty-five applicants submitted an application for promotion in
this round and the Dean’s reports will be submitted later this week. The Chair advised
that some individual aspirations may not be realised and as the management and
leadership team within the GBS, we have a responsibility to manage the
disappointment of our colleagues and to re-affirm staff values.

13.4 In relation to staff achievements, the Chair advised that he attended the recent
Fullbright dinner held in Sydney where Dr Brendan O’Connor received the honour and
will be departing for six months to Georgetown University, USA. The Chair advised
that this is the first time that a Griffith staff member has been a recipient of such a
prestigious award. Dr Praesh Narayan received the Best Paper Prize for all articles
submitted to Emerald Press, indicating the quality of research.

13.5 Members may recall that the all elements within the University are to be reviewed and
that the GBS is to be reviewed next year as part of this process. The Chair has
discussed with the Deputy Vice Chancellor (Teaching and Learning) future
Departmental reviews in either 2007 or 2008 and a consultation document will be
prepared and circulated to members. With our aspirations for accreditation that much
of the paperwork prepared as part of that exercise can be used as a basis for preparing
the review paperwork.

For noting

14.0 PRO-VICE CHANCELLOR’S (BUSINESS AND LAW) REPORT

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

14.2 All staff have been circulated with a review of the GBS governance structure by the
Deputy Vice Chancellor (Teaching and Learning) and comments are to be submitted by
23 May with a decision to be made by Friday 10 June, 2005. The Griffith Law School is
preparing a response and is raising concerns with and variations to Option 1. The Pro-
Vice Chancellor encouraged GBS members to provide a response to the document.
The Chair commented that if the GBS wished to respond as a group, then the GBS
executive would consider suggestions and present a response. Members were
encouraged to provide responses to the Chair directly.

14.3 Professor Liz Fulop queried the collapsed strategic role of the Pro-Vice Chancellor to
the Dean and that, in her view; it didn’t appear to address the required strategic
functions but merely a collapse of administration tasks. She further commented that the
proposed deadline was problematic in that, as a Group, the GBS staff have not had the
opportunity to debate this and that a more considered response was required.

14.4 Professor Greg Bamber advised that the process doesn’t seem to reflect the “Getting
Smarter” approach of the University and that it raised a whole series of matters in
relation to strategic issues, equity, due process and to the recruitment process in
general and felt that this was not an appropriate way to make important decisions.

14.5 Professor Art Shulman commented that the 2 Options as presented did not discuss a
number of issues, such as representation on University level committees for the new
structure. Professor Shulman suggested that the GBS may be “limited” compared to
other Groups and that this will affect strategic inputs.

14.6 In response to the matters raised, the Chair provided the following:
14.6.1 An email had been circulated to the Vice Chancellor about the lack of involvement by the Dean, GBS’ in the recruitment process, as a result of discussions about the recruitment process at the March meeting. To date no response has been received;

14.6.2 That this process has now been extended to allow for consultation with the Options Paper being circulated for feedback;

14.6.3 That the Chair agreed to raise concerns to the Deputy Vice Chancellor (Teaching and Learning) about this process;

14.6.4 That the duty statements for both the Pro-Vice Chancellor (Business & Law) and the Dean be circulated to members for consideration and that the Chair would ask Ms Kerri-Maree Roman to undertake this;

14.6.5 In relation to Committee membership issues and that this matter has previously been raised with the Deputy Vice Chancellor (Teaching and Learning); and

14.6.6 That the Chair to request an extension to the 23 May deadline, to 25 May, in order to appropriate debate and consider the issues.

For noting

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

15.1 Professor Bill Shepherd, Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), provided an oral report at the meeting as part of the discussion in relation to Agenda Items 15 - 17.

For noting

16.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES’ REPORT

16.1 Professor Greg Bamber, Associate Dean, Postgraduate Studies (Griffith Business School), provided a brief oral report at the meeting.

16.2 The Associate Dean, Postgraduate Studies, advised that the review of postgraduate programs is drawing to a close and acknowledged the work of all those involved. The finalised submissions would be presented to the extraordinary meeting scheduled for 3 June 2005. At present staff within the GBS, Secretariat and External Relations are working on materials for the mid-year promotion of postgraduate programs within the GBS.

For noting

17.0 ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING’S REPORT

17.1 Professor Liz Fulop, Associate Dean, Research and Research Training provided an oral report at the meeting.

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

17.2.1 The Retreat scheduled for 6 June 2005 has been revised and will now be presented in a different format with a new tentative date of 21 June 2005. It is expected that it will now include a discussion paper, resulting from the HODs paper coming from RAPS, to then be considered more widely within the GBS;

17.2.2 DEST reporting has now been completed for the GBS. The Associate Dean has audited submissions, and some will be returned to ensure that there are no duplications within the required documentation. Twenty submissions remain outstanding and those individuals have been asked to submit. Should they not
do so by the required deadline, the Associate Dean has asked for assistance from the Heads of Departments.

Further, the Associate Dean, Postgraduate Studies asked if Adjuncts, RHDs and Visiting Scholars were being included in the DEST returns. The Associate Dean, Research and Research Training advised that RHD students were included, but other categories of staff were not as they were not permanent members of staff and that guidelines were not provided as to how to include them. It was noted that there was still an opportunity to include this information and the Associate Dean, Research and Research Training asked Heads of Departments to assist in obtaining this information along with that of staff currently on leave. The Pro-Vice Chancellor (Business & Law) advised that Heads of Departments provided this information in the past and recommended that this practice continue. Professor Shulman advised that his area has a list of Visiting Scholars up to November 2004 and agreed to provide to the Associate Dean, Research and Research Training.

17.2.3 Five GBS completion scholarships have been awarded, with three recipients being unsuccessful. The recipients of the scholarships will be advised via the Pro-Vice Chancellor (Business & Law) group communication “In Touch”. Research Fellowship application numbers were disappointing and a second round for semester 1, 2006 will be offered to hopefully increase numbers. Twenty small grant applications were received and outcomes will be announced by 1 July 2005. Mid-year scholarship applications will be available soon and details will be provided to GBS staff shortly.

17.3 In relation to the Research Quality Framework (RQF), the Associate Dean noted the uncertainty surrounding this and that the Deputy Vice Chancellor (Research) has established an Advisory Group to consider strategies for the University. The Associate Dean advised that the GBS must look at this closely and to formulate a Group response. The Pro-Vice Chancellor (Business & Law) noted that the Deputy Vice Chancellor (Research) has recently returned from New Zealand and it appeared likely that Griffith will undergo a trial audit to prepare the University for this. It is expected that this will involve a great deal of work for the Associate Dean, Research and Research Training and Heads of Departments over the coming months. It was also noted that the Departments of Politics and Public Policy and Marketing were participating in a trial on quality evaluation with Australian National University (ANU) and that this trial will be finalised within the next week or so.

For noting

18.0 DIRECTOR OF INTERNATIONALISATION, COMMERCIALISATION AND COMMUNITY PARTNERSHIPS’ REPORT

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

18.2 Professor Michelle Barker, Acting Director of Internationalisation, Commercialisation and Community Partnerships, due to time constraints was unable to provide a report at this meeting.

19.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

19.1 Professor Art Shulman, Director of Quality and Accreditation, due to time constraints was unable to provide a report at this meeting.
20.0 ANNUAL PROGRAM MONITORING

20.1 Members were asked to note the advice circulated by the Deputy Vice Chancellor (Teaching and Learning) that program monitoring is to occur in the period June to August and that the various areas of the University prepare Annual Program Monitoring (APM) Reports for the year 2004.

20.2 As a result of a number of reviews, the Deputy Vice Chancellor (Teaching and Learning) has advised that 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).

20.3 In particular, members are asked to note the following timelines:

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Annual Program Monitoring (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>
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</tbody>
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20.4 The following key documents are available via the web for use by Departments in carrying out program monitoring:

- Guidelines for Program Evaluation
- Performance Indicators to be included in Annual Program Monitoring Reports for Undergraduate Programs
- Guidelines for Interpreting Performance Indicators
- Undergraduate Program Performance Issues That Might Require Further Evidence
- Griffith University Annual Program Monitoring Report Format
- Example of Annual Program Monitoring Report
- Dean/Provost and Director's Annual Program Review Report Format
- Factors That May Need To Be Considered In Program Monitoring or Evaluation

20.5 The following URL will provide access to the data on Performance Indicators for all Undergraduate Programs. This information is also accessible via the Leaching and Teaching web site: http://www.gu.edu.au/centre/gihe/evaluation/sep/pidata/home.htm

20.6 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, please contact the Secretary in the first instance.

For noting
21.0 COURSE OUTLINE REQUIREMENTS AND COURSE OUTLINE TEMPLATE

21.1 Members were asked to note the University's Course Outline Requirements and the availability of the Course Outline Template for use from semester 2, 2005 which resulted from Academic Committee approving revisions to the Course Outline Requirements policy to state that, from semester 1, 2006, Course Convenors are required to develop all Course Outlines using a standard template, for publication in a prescribed format on a central website by a specified date.

21.2 Staff are being strongly recommended to use the template for proposed new courses and courses with major changes, to avoid the need for conversion of course information to the new format in 2006 when use of the template becomes University policy. The Deputy Vice Chancellor (Teaching and Learning) encourages you to examine the Course Outline template to inform your course planning for semester 1, 2006.

21.3 If you require any further details or assistance using the Course Outline template, please contact the Course Outline Project Change Manager, Elizabeth O'Brien, on extension 54052 or via email at e.obrien@griffith.edu.au.

For noting

22.0 OTHER BUSINESS

22.1 Four matters were presented at the meeting:

22.1.1 Course Evaluations

The Chair noted the recent concern expressed surrounding the process of course evaluations within Departments. Course evaluations are required as part of the National Teaching and Learning Performance Fund and the expectation is that they are to be completed in line with University requirements, and that no Department within the GBS is permitted to refuse to do this.

In considering the matter further, the Chair has asked the Associate Dean (Curriculum, Teaching and Learning) to consider this matter further, and in the interim, the historical approach to course evaluation will continue on this occasion. It was further noted that the proposal prepared by the Group Administrative Co-ordinator is part of a symptomatic approach of increasing the administrative workload of academic staff. The Chair further noted that this proposal is to be reviewed by the Associate Dean (Curriculum, Teaching and Learning).

In discussing this matter further, it was agreed that the Secretary would draft an email on behalf of the Chair to circulate to Team Leaders and Program Service Officers advising that they would be responsible for the completion of GBS course evaluations for semester 1, 2006 courses.
22.1.2 Major Change to Program Submission
Master of International Business

Professor Leong Liew tabled a major change submission at the meeting for the consideration of members. The approach of the revision is to capture potential students that will be available within the GBS resulting from the withdrawal of the Masters of Business Administration (International) program group as this program requires no prior work experience.

The Master of International Business is a well-recognised brand and that such a reinvigoration will complement the international business strategy of providing a multi-cultural, political and regional specific knowledge as part of its program content.

Members were asked to review the documentation after the meeting and provide comments or feedback directly to Professors Leong Liew and Art Shulman.

22.1.3 Draft Plan for Embedding Skills Development Across the GBS Undergraduate Curriculum

Ms Robyn Stephens, Manager, Learning and Development was invited to the meeting by the Associate Dean, Curriculum Teaching and Learning to outline progress in relation to skills development.

Ms Stephens outlined that this is a three-stage strategy with objectives to provide a scaffolding for students to development a set of GBS agreed skills that are consistent with the Griffith Graduate and those outlined in accreditation documents.

Members of the Learning and Development team are working closely with academic staff members on Phase 1. Phase 1 has involved selecting two first year courses and to progressively develop those skills within it with a view to becoming more sophisticated in later years. The two courses are the same within the B Business and B Commerce suite of programs (1001MGT Management Concepts) while other programs have specific needs and a different set of courses have been identified. Attached to these courses are specific workshops that students will attend in order to develop skills linked to assessment, enhance students learning experiences and also do not take up valuable class (tutorial/seminar) time.

Ms Stephens outlined the importance of other first year courses being aligned with the skills development project so that the skills are transferable across courses and programs. Staff attached to the courses will be able to develop these skills in tutorials (engage staff in communication of teaching and learning practice). It is also envisaged that this activity will enable the development of professional teams of tutors within the GBS.

In relation to monitoring and evaluation, Ms Stephens noted that feedback on the progression and performance of students will be utilised. Early intervention to identify students who may require additional support will also be undertaken.

Ms Stephens wished to thank the staff members involved to date and their cooperation with this project. Ms Stephens noted that, at present, she has attended only small number of Department meetings to talk about the project and will endeavour to attend all Departments throughout the remainder of the
year. Professor Fulop advised that at Wollongong University they undertook a similar task and over a period of time developed and refined pre-assessment diagnostics for interventions and needs assessment and that the GBS may require approximately two to three years of work in order to “get it right”.

The next phase in this process is the release of a consultation document for wider feedback within the GBS.

The Associate Dean, Curriculum Teaching and Learning encouraged all staff to be involved in this process and that a critical mass of staff was required to ensure its success. Heads of Department were encouraged to make, in particular, first year course convenors aware so no duplication of effort was made. The Associate Dean, Curriculum, Teaching and Learning will co-ordinate this process for implementation with the GBS.

The Chair thanked Ms Stephens for attending the meeting and congratulated her and the Learning Development team for their work on this exciting and innovative development. It was agreed that Ms Stephens would be invited to a future meeting to update members on progress.

22.1.4 Orientation Materials for Students

Mr Colin England, Planning and Management Support Officer to the Associate Dean, Curriculum, Teaching and Learning was invited to the meeting to provide a brief overview of the materials being developed to assist students with their orientation to the new undergraduate program structures within the Griffith Business School.

Members were provided with a document entitled “Griffith Business School Planner” that incorporated welcome messages from relevant staff and a colour-coded section at the back. Each undergraduate degree program was given a different colour for ease of identification and that within it each year level was separated into a section. Students could then complete first year and then mix and match the other aspects of their program, for example, complete the first year courses as required under the program structure, complete the requirements for the major as required under their program structure and then select either a second major or minor or general electives from other GBS hosted programs. The Planner document was prepared in this manner to reflect the flexibility that is being built into the revised suite of undergraduate programs.

Mr England advised that the document has a great potential for change and that students would be asked to look at it in conjunction with the University’s Handbook.

23.0 NEXT MEETING

23.1 An extraordinary meeting of the Griffith Business School Board will be held on Friday, 3 June, 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).

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

(Chair)

Date: ........................................
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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 Cuskelley, 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

Other Copies
Corporate Archives and Records Management copy (attachments)
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