A meeting of the Griffith Business School Board was held on Friday, 19 May 2006, 10:00am to 2:00pm, in the GBS Boardroom, Nathan campus (N50_0.12).

MINUTES

PRESENT:
Professor Bill Shepherd (Chair)
Professor Michael Powell
Professor Lorelle Frazer
Professor Liz Fulop
Professor Mike Davidson
Professor David Peetz
Professor Chew Ng
Professor Bill Merrilees
Dr Louis Sanzogni
Professor Leong Liew
Dr Liz Van Acker
Professor Art Shulman
Ms Jill Moriarty (Secretary)

Present by Invitation:
Mr Frank Pollard

APOLOGIES:
Professor Chris Auld
Professor Chris Guilding

1.0 CONFIRMATION OF MINUTES

The minutes of the 2/2006 meeting were taken as read and confirmed.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES

The Chair noted the approved change to the Faculty Board structure include a Research Centre representative. This position will be taken up by Professor Chris Guilding Director, Service Industry Research Centre (SIRC).

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

Nil
SECTION B: ACTION UNDER DELEGATED AUTHORITY

3.0 MINOR CHANGE SUBMISSION
SEMESTER OF OFFER: MASTER OF BUSINESS ADMINISTRATION

3.1 The Griffith Business School Board, on the executive recommendation of the Dean, Learning and Teaching (Griffith Business School), was asked to ratify the Chair’s executive action in approving the Minor Change Submission detailed in 2006/0007279, for the MBA, for introduction in semester 2, 2006.

3.2 In summary, the submission seeks to change semesters of offering for some courses within the Master of Business Administration suite of programs as follows:

3.3 Due to resourcing issues, the offering of 7021GSM International Business on the Gold Coast campus in Semester 2 of 2006 or the offering of 7028GSM Cross-Cultural Management on the Gold Coast campus in Summer Semester 2006/2007 are unable to be accommodated.

3.4 The addition of the course 7001GSM Accounting for Managers as a Summer Semester course in 2006/2007 assists Master of Business Administration (Practicum) students to meet the requirement of a Grade Point Average of 4.0 prior to entering Block 3 of their program. As this course is a quantitative course, it has a higher failure rate than other courses in the program. Further offering of this course in Summer Semester will be considered on a needs basis once the Graduate School of Management courses have been fully absorbed by their discipline departments.

3.5 To assist the MBA (International) students to complete their degree, the course 7014GSM Strategic Management will be offered on the Gold Coast campus in semester 2 with the MBA offering of 7007GSM Managing Strategically. This will assist MBA (International) students in successfully progressing through their program and is considered a transitional arrangement.

Resolution:

3.6 The Griffith Business School Board, on the executive recommendation of the Dean, Learning and Teaching (Griffith Business School), resolved to ratify the Chair’s executive action in approving the Minor Change Submission detailed in 2006/0007279, for the MBA, for introduction in semester 2, 2006.

4.0 PROGRAM WITHDRAWAL

3066 GRADUATE CERTIFICATE IN LEISURE MANAGEMENT
5203 MASTER OF LEISURE MANAGEMENT
5205 MASTER OF LEISURE MANAGEMENT WITH HONOURS

4.1 The Griffith Business School Board, on the executive recommendation of the Dean, Learning and Teaching (Griffith Business School), was asked to ratify the Chair’s executive action in approving the Program Withdrawal described in 2006/0007284, for the above Leisure Management programs, for introduction in semester 1, 2006.

4.2 The simultaneous introduction of the University’s Academic Plan in early 2004 and the need to develop new policies and procedures associated with pursuit of accreditation with AACSB and EQUIS provided the context and rationale for a review of the Griffith Business School’s postgraduate program profile. As a result of this review, the proposed Master of Business and Master of Business with Honours programs will replace all postgraduate niche degrees currently serviced by the Department of Tourism, Leisure, Hotel and Sport Management – including the Master of Leisure Management program suite.
There is currently one student enrolled in the Master of Leisure Management with Honours. This student is currently finalising his dissertation and it will not be necessary to make transitional arrangements. There are no students enrolled in the Graduate Certificate or Masters programs.

**Resolution:**

The Griffith Business School Board, on the executive recommendation of the Dean, Learning and Teaching (Griffith Business School), resolved to ratify the Chair’s executive action in approving the Program Withdrawal described in 2006/0007284, for the above Leisure Management programs, for introduction in semester 1, 2006.

**5.0 PROGRAM WITHDRAWAL**

**5379/5380 MASTER OF MANAGEMENT (RESEARCH)**

5.1 The Griffith Business School Board, on the executive recommendation of the Dean, Learning and Teaching (Griffith Business School), was asked to ratify the Chair’s executive action in approving the Program Withdrawal described in 2006/0007285, for the Master of Management (Research) programs, for introduction in semester 1, 2006.

5.2 The former Faculty of Commerce and Management introduced the Master of Management (Research) in Semester 1, 2003, in response to two emerging trends. First, the increasing demand from within the business community for management practitioners qualified to undertake sound, professional research. Secondly, to provide an alternative to the RHD Qualifying Program where students can develop research skills at a level equivalent to the undergraduate honours students while achieving an award of the University.

5.3 Enrolment numbers have been much lower than originally projected. In 2005, the Griffith Business School considered the performance of a number of postgraduate programs. In light of this review and the GBS’ strategic direction, with the goals of improving program quality and avoiding the proliferation of programs, and to achieve consistency with the Academic Plan and the “Getting Smarter” initiative, this program will be withdrawn.

5.4 While it is proposed to withdraw this program, prospective research students may consider one of the “Masters with Honours” programs offered by the Griffith Business School, or the RHD Qualifying Program.

**Resolution:**

The Griffith Business School Board, on the executive recommendation of the Dean, Learning and Teaching (Griffith Business School), resolved to ratify the Chair’s executive action in approving the Program Withdrawal described in 2006/0007285, for the Master of Management (Research) programs, for introduction in semester 1, 2006.

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**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**
6.0 IMPLEMENTATION OF GBS WORKLOAD POLICY

6.1 The Griffith Business School Board was asked to consider the proposed GBS Workload Policy, detailed in 2006/0007289.

6.2 The GBS Workloads Model has been developed in a manner that is consistent with the requirements of ‘Griffith University Academic Certified Agreement 2003-2006’.

6.3 Section 2 identifies flexible work profiles, categories of work (teaching, research and service), threshold, active and intensive levels of operation by level of academic staff appointment, all based on a notional annual allocation of hours across the three categories of work. These flexible work profiles and work categories are outlined in Tables 1 and 2.

6.4 Section 3 proposes a model for operationalising teaching, research and service workloads. The model attempts to produce a balance between direct teaching allocations on a ‘work to be done’ principle and the flexibility required to ensure development of service and research profiles. Section 3 develops teaching, service and research profiles based on a set of general guidelines for each profile. Examples of defined activities per work category and recommended requirements for teaching, service and research categories are contained in Tables 3 to 7.

6.5 The Chair provided background to the consultation process of the Workload Model and explained how the problematic areas were being addressed.

Resolution:

6.6 The Griffith Business School Board resolved to recommend the Chair continues discussions with staff, incorporating suggestions from the meeting, towards implementation of the proposed GBS Workload Model.

7.0 LOGAN STRATEGY AND SUMMER SCHOOL

7.1 The University has established the Logan Taskforce to review methods of revitalisation of the Logan campus. Each Academic Group has been asked to prepare a report relating to its own role at Logan. The Griffith Business School is expected to present its report to the Logan Taskforce on 19 May 2006.

7.2 The Task Force Terms of Reference include:

7.2.1 examine the current program offerings at Logan campus and recommend principles that should guide the development of the campus program profile, changes to the current set of programs, and possible initiatives which should be explored. This review should take into account the current and foreseeable patterns of student demand at that campus for undergraduate and postgraduate program offerings, and of existing and planned research activities at Logan, examining in each case the appropriate mix of campus-specific and cross-campus programs;

7.2.2 recommend an overall strategy for Logan campus that demonstrates a campus identity and a clear articulation with other campuses of the University, including the development of pathway or enabling programs that articulate into Griffith programs at other campuses, and which better addresses the employment, education skills and training needs of the Logan region;

7.2.3 examine existing campus outreach and partnership arrangements and recommend changes necessary to ensure improved student demand; and

7.2.4 examine the existing and potential contribution of Logan campus to the
University’s internationalisation strategies, and make recommendations accordingly.

Resolution:
7.3 The Griffith Business School Board provided feedback on the draft report detailed in 2006/0007293 to be presented to the Logan Taskforce on 19 May 2006.

8.0 CHAIR’S REPORT

Topics in the Chair’s report were covered in the items for discussion.

9.0 PRO VICE CHANCELLOR’S REPORT

Professor Michael Powell reported on the following:

9.1 Alumni Launch
The PVC advised members that the Griffith Business School Alumni launch was successful and congratulated all staff involved.

Members were asked to assist in compiling a more comprehensive Alumni list by forwarding suggested names to Lisa Cotterell or Maggie Hsieh.

9.2 Book Launch
The PVC congratulated Professor David Peetz on the success of his book launch.

9.3 Globally Responsible Leadership
The PVC and Director, Quality and Accreditation provided an overview of the Globally Responsible Leadership initiative and Griffith Business School’s involvement, referring to a diagram and media release circulated at the meeting.

A working group has been formed to develop strategies to move forward on this initiative. Staff were also invited to engage in this initiative. Members include:

- Professor Art Shulman
- Mr Frank Pollard
- Professor Lorelle Frazer
- Professor Christine Smith
- Associate Professor Gayle Jennings

9.4 Academic Administration Review
The PVC invited comments regarding issues to be addressed in the Review by Monday 22 May.

9.5 Off-Shore Teaching Project
The Business Plan for the new articulation pathway from Diplomas and Advanced Diplomas in Hospitality has been completed and approved by the Chinese University of Hong Kong.

9.6 Additional Commonwealth Funded Places
A bid for additional Commonwealth funded places has been submitted. The bid includes 60 additional places on the Gold Coast campus as follows:

- 20 – Department of Tourism, Leisure, Hotel and Sport Management
- 20 – Department of International Business and Asian Studies
- 20 – Department of Accounting, Finance and Economics.

9.7 Budget
Heads of Department are currently reviewing courses with low enrolment.
The PVC spoke to data on student/staff ratio, circulated at the meeting.

10.0 DEAN’S (LEARNING AND TEACHING) REPORT

Professor Lorelle Frazer reported on the following:

10.1 Teaching Awards
Recipients of teaching awards were congratulated on their success:
- Associate Professor Ashley Lye (Strategic Grant) $50,000
- Dr Cameron Allen (“I” Grant) $9,982
- Mr Glen Hornby (“I” Grant) $8,437
- Dr Alison Ruth (GEL Fellowship) $29,063

10.2 Postgraduate Programs
The Griffith Business School postgraduate program submissions are progressing and will be presented at the next Board meeting for approval.

10.3 Course Outlines
Members were reminded that the staff due date for Course Outlines was the end of Week 13 (semester 2) for summer semester, Week 15 (semester 2) for semester 1, and Week 13 (semester 1) for semester 2 Course Outlines.

Two new flags have been added to the Course Outline System to gather information on whether courses contain research content or Aboriginal and Torres Strait Islander content.

11.0 DEAN’S (RESEARCH) REPORT

Professor Liz Fulop reported on the following:

11.1 Subcommittee representation
As Chair of the Research and Research Training subcommittees the Dean (Research) is currently seeking nominations from Heads of Departments.

11.2 Engaging Staff in Research
The Dean (Research) would also like to attend Department meetings to engage with staff to create a community practice for Accreditation and other research matters.

11.3 Research Quality Framework
The DVC Research will be sending an email to staff in the near future requesting information for a modelling trial prior to implementation.

11.4 RAPS
RAPS update has been circulated. Currently RAPS is working towards engaging the professoriate.

12.0 DIRECTOR, INTERNATIONALISATION AND COMMUNITY PARTNERSHIP’S REPORT

Professor Chris Auld submitted his apology for the meeting.

13.0 DIRECTOR, QUALITY AND ACCREDITATION’S REPORT

Professor Art Shulman spoke to a confidential report circulated at the meeting about the EQUIS Accreditation outcome.

14.0 DIRECTOR, EXECUTIVE EDUCATION PRESENTATION
Mr Frank Pollard provided an overview of Executive Education, highlighting the impact of the EQUIS Accreditation on making it an important activity of the Griffith Business School, and gave an update on its current direction and raised the following points:

14.1 Small to medium enterprises will be primarily targeted, but executive companies will also be sought.

14.2 There is a need to involve academic staff in program development and teaching to ensure sustainability.

Noted

15.0 2/2006 MINUTES, CURRICULUM, TEACHING AND LEARNING COMMITTEE (GRIFFITH BUSINESS SCHOOL)

The Griffith Business School Board is asked to note the minutes and attachment from the 2/2006 meeting of the Curriculum, Teaching and Learning Committee (Griffith Business School).

Noted

16.0 OTHER BUSINESS

Nil

17.0 NEXT MEETING

42.1 The 4/2006 meeting of the Griffith Business School Board is scheduled for Friday 16 June, 10.00am till 1.00pm (video conference) in N54_2.06 Bray Centre (Nathan campus) and G10_3.29 Information Services (Gold Coast campus).

42.2 Meeting closed 2.00pm

Confirmed:  ………………………………………

(Chair)

Date:  ………………………………………
DISTRIBUTION LIST

**Griffith Business School Board Members**
- Professor Bill Shepherd, Dean (Academic) (Chair)
- Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)
- Deans (appointed by the Group Pro Vice Chancellor)
  - Professor Liz Fulop, 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
  - Professor David Peetz, Department of Industrial Relations
  - Professor Leong Liew, Department of International Business and Asian Studies
  - Dr Louis Sanzogni, Department of Management
  - Professor Bill Merrilees, Department of Marketing
  - Dr Liz van Acker, Department of Politics and Public Policy
  - Professor Mike Davidson, Department of Tourism, Leisure, Hotel and Sport Management
- Research Centre Representative (ex officio)
  - Professor Chris Guilding
    Director, Service Industry Research Centre & Tourism, Leisure, Hotel and Sport Management

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

**Information Copies**
(without attachments unless stated)
- Ms Alison Harris, Group Resource Manager, Business
- Ms Wendy Branthwaite, Acting HR Manager, Business
- Ms Simone Thorne, Acting Marketing Manager, Business/Law
- Ms Suzanne Pinchen, Business Development Management, Business/Law, Office for Commercialisation
- Ms Tracey Howley, CEO, International Golf Institute
- Deans' and Heads of Departments' Secretaries, Griffith Business School
- Program Service Officers, Griffith Business School
- Ms Lisa Cotterell, Executive Officer to the Pro Vice Chancellor (Business)
- Ms Catherine Longworth, Executive Officer to the Pro Vice Chancellor (Business)
- Ms Mary Hassard, Credit Transfer and Articulations Manager, Student Administration Centre Coordinators, Office of Graduate Studies

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