A meeting of the Griffith Business School Board was held on Friday, 4 November 2005, 10:00am till 2:00pm, in the Council Chamber, Bray Centre, Level 2, Room 2.02, Nathan Campus (N54_2.02).

MINUTES

PRESENT:
Professor Michael Powell (Chair)
Professor Lorelle Frazer
Professor Art Shulman
Professor Kristine Toohey (until 12:00noon)
Professor Leong Liew
Dr Mohammad Tahir
Professor Chew Ng (until 1:15pm)
Dr Liz Van Acker
Professor Ross Guest
Professor Glenda Strachan
Associate Professor Saroja Selvanathan (until 1:15pm)
Associate Professor Javed Maswood
Professor Bill Merrilees
Professor David Peetz
Associate Professor Graham Cuskelly
Professor Bill Shepherd
Dr Louis Sanzogni
Ms Amanda Clark (Secretary)

APOLOGIES:
Dr Eduardo Roca
Professor Liz Fulop

1.0 CONFIRMATION OF MINUTES
1.1 The minutes of the 6/2005 and 8/2005 meeting were taken as read and confirmed.

2.0 MATTERS ARISING FROM PREVIOUS MINUTES
Nil

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

3.0 ADVICE OF PROGRAM WITHDRAWAL
1036 BACHELOR OF BUSINESS/BACHELOR OF ARTS IN JAPANESE
1216 BACHELOR OF HOTEL MANAGEMENT/BACHELOR OF ARTS IN JAPANESE

3.1 The Griffith Business School Board, on the recommendation of the Faculty of Arts Board, was asked to consider the Advice of Program Withdrawal for the 1036 Bachelor of Business/Bachelor of Arts in Japanese and the 1216 Bachelor of Hotel Management/Bachelor of Arts in Japanese programs, as described in...
2005/0037376, for introduction in semester 1, 2006.

3.2 As described in the New Program Submission for revised Griffith Business School (GBS) programs (2005/0007679), the degree requirements did not accurately reflect the program structure. This submission aims to correct the information previously provided and to clearly define requirements for students commencing in the new program offerings for the Bachelor of Business in Semester 1, 2006.

3.3 The Arts, Education and Law Group undertook a program review of the Bachelor of Arts in Japanese program (1117) and, in accordance with the Academic Plan, it was identified that the program was under-performing in terms of EFTSUs intake. The Arts, Education and Law Group and members of Programs Committee approved the 1117 program for withdrawal from semester 1, 2006 (refer 2005/0037761).

3.4 This submission as presented sought to formalise the withdrawal of the GBS hosted double degree programs that include the Bachelor of Arts in Japanese program. The Arts, Education and Law Group have advised that students will be able to complete Japanese language studies at the Gold Coast campus.

Resolution

3.5 The Griffith Business School Board resolved to recommend to Programs Committee, on the recommendation of the Faculty of Arts Board, the Advice of Program Withdrawal for the 1036 Bachelor of Business/Bachelor of Arts in Japanese and the 1216 Bachelor of Hotel Management/Bachelor of Arts in Japanese programs, as described in 2005/0037376, for introduction in semester 1, 2006.

4.0 SPECIAL PURPOSE SUBMISSION

1271 BACHELOR OF HOSPITALITY MANAGEMENT

4.1 The Griffith Business School Board, on the executive recommendation of the Head of Department TLHS and the Associate Dean, Curriculum, Teaching and Learning, was asked to consider the Special Purpose Submission for the 1271 Bachelor of Hospitality Management program, as described in 2005/0037384, for introduction in semester 1, 2006.

4.2 Following on from the changes approved to the undergraduate suite of programs, the proposal to amend the above program seeks to make provision for the changes to the GBS component of this program (as approved by Programs Committee in July in 2005/0007679) by amending the program title and award abbreviation to align with approved changes, to clearly articulate the students’ specialised area of study in hospitality management (award major), and to amend course titles within the current program. Further, the reorganisation of the existing program structure and curriculum will enhance its pedagogical integrity, operational efficiency and strategic market focus and direction, in line previously approved changes (refer 2005/0007679). This streamlined undergraduate program profile and management approach makes the School’s processes, procedures, learning objectives and graduate outcomes more amenable to the demands of accreditation through AACSB and EQUIS and offers students a more coherent University study experience.
4.3 In discussing the proposed changes, the Head of Department, TLHS advised that the quality of students entering through the combined TAFE/University program was good and that the Department was looking forward to expanding its intake of students, where possible, in the future.

4.4 The Director, Quality and Accreditation requested clarification with respect to the agreement made between Griffith Business School and TAFE, in particular when students became the responsibility of the Griffith Business School, and the awarding of “block credit”. The Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) advised that students entered Griffith after 1.5 years of study with TAFE and it was at this point that they became the responsibility of the Griffith Business School, and that the awarding “block credit” in this context was in line with University policy.

Resolution:

4.5 The Griffith Business School Board resolved to recommend to Programs Committee, on the executive recommendation of the Head of Department TLHS and the Associate Dean, Curriculum, Teaching and Learning, the Special Purpose Submission for the 1271 Bachelor of Hospitality Management program, as described in 2005/0037384, for introduction in semester 1, 2006.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

5.0 RESEARCH PLAN 2005-2008, GRIFFITH BUSINESS SCHOOL

5.3 The Griffith Business School Board was asked to consider the (revised) Research Plan 2005-2008, Griffith Business School, as described in 2005/0037389 (revised 2005/0037358). Professor Liz Fulop, Associate Dean, Research and Research Training (Griffith Business School), spoke to this item at the meeting.

5.3 Members will recall that amendments were made to the document arising out of discussion at the 8/2005 (October) meeting and subsequent meetings of the Research and Research Training Committee.

5.3 In considering the revised Research Plan, members were pleased with the progress made and provided the following general information:

5.3.1 That a consistent definition of research active/threshold etc be contained within the plan;

5.3.2 Clarification was sought as to who are the champions of the emerging areas. The Chair discussed this issue further with members and is conscious of budget constraints. Members requested that an appropriate statement be included to “Budget permitting” for the emerging areas and also agreed that a funding opportunity and procedure needs to be formalised for the development of the emerging areas;

5.3.3 Consistency of language for either Convenors (pg 14) or Directors (pg 15 and 20) be contained within the plan;

5.3.4 In setting the targets within the Plan, members raised concern about the possible ratchet effect that this may have, eg 25% in 1st year and then 25% in second year (using compound maths this is higher than 25% in
Members were reminded that the GBS does come from a low base and that the recent new staff appointments will greatly assist the GBS in meeting these targets. While it was generally acknowledged that the GBS may come from a low base, some members discussed the difficulty in implementing these targets with individuals at the coal-face. In recognition of this, members agreed that the targets were to be reviewed on an annual basis and that a clear statement be included in the research plan to indicate the same. It was deemed appropriate that this statement be included under each section, but also at an appropriate place at the beginning of the document; and

5.3.5 That members were not in favour of undertaking another round of consultation with respect to the Plan.

5.4 In taking a more detailed approach to the document, members requested a number of specific changes as follows:

5.4.1 Page 2 - "We will develop a profound research culture in which at least 100% of all staff ...";

5.4.2 Page 3 - "Four goals that correspond roughly with the four overarching goals are: ...");

5.4.3 Page 7 - Members queried that the targets set under 2. Research Funding were again fanciful and that staff may be set up for failure. After discussion, it was agreed that these targets would remain at the percentage level, as they are consistent with the University's targets in this area, however, they would be set at this rate for 2006 only. A statement is to be included in the document that reflects this and that the targets are also to be reviewed on an annual basis;

5.4.4 Page 9 - Members again expressed concern about this target and requested that the 2006 target be set at 10 - 15%;

5.4.5 Page 9 - Conference papers - members agreed that funding should be redirected from conference papers and requested an appropriate statement reflecting this be added to the plan;

5.4.6 Page 11 - Under Target 4 delete the following: Have a maximum of 70% GBS staff in Research Centres and/or Emerging Research Strengths;

5.4.7 Page 15 - members discussed the RHD load targets and agreed that the present statement was somewhat fanciful and that the target should be set at the University's target at a minimum. Members agreed that the statement should be amended to: "Increase GBS funded RHD load by 15% pa (10% above the universities target)."

5.4.8 Pages 18 and 19 - conflicting statements for Workload Management;

5.4.9 Page 19 - Members requested that the statement "Ensure RHD supervision is recognised in the GBSs Workloads Model" be included. A concern was raised with respect to the implication, if any, for the removal of Honours supervision;

5.4.10 Page 19 - Members agreed to remove the statement "Provide research active HODs...") and requested the Acting Associate Dean to follow this matter up with the Office of Human Resource Management; and

5.4.11 Page 20 - Members noted that the GBS Publications Fellow is to be funded by GIHE (1 fellow per group). The Chair advised that given the prospect of changes to Group structures currently being considered, that the Plan could proceed without the organisational structure at this time.

5.5 With respect to Page 19 and the statement to "Provide research active Heads of
Department and Executive with the option of taking research leave of two weeks per semester “be removed from within the Plan, on the basis that this would be a practice undertaken with the GBS and did not require specific mention within the Research Plan. Members discussed that the approval to take such time off would still be available and would be appropriately considered/approved by the Pro Vice Chancellor and Dean (Business) directly, on the basis that the relevant Heads of Department/ Executive are able to find a suitable replacement for the period (no higher duties allowance is to be paid). The Acting Associate Dean, Research and Research Training was requested to confirm with the Office of Human Resource Management that this practice would be permitted under current University policies.

Resolution:

5.6 The Griffith Business School Board resolved to recommend the Research Plan 2005-2008, Griffith Business School to the Deputy Vice Chancellor (Research), as described in 2005/0037389 (revised 2005/0037358), subjects to the amendments/comments as outlined in paragraphs 5.3 and 5.4 above; and

5.7 As members had expressed that no further consultation be undertaken, that the amendments outlined above are to be made with a final version of the Research Plan 2005-2008, Griffith Business School being circulated to members via the Secretary, Griffith Business School Board.

6.0 OPERATIONAL PLAN 2006-2010, GRIFFITH BUSINESS SCHOOL

6.1 The Griffith Business School Board was asked to consider the Operational Plan 2006 - 2010, Griffith Business School, as described in 2005/0037390. The Chair introduced the item to members and advised that the document was prepared using the standard template provided by the Deputy Vice Chancellor (Teaching and Learning). A more detailed document has been prepared and circulated to members that supports the Operational Plan, referred to as the “Appendix to: Griffith Business School Operational Plan 2006-2010”.

6.2 In considering the Operational Plan (2005/0037390), the Chair advised members that missing from the University template were areas relating to external relations and external developments (eg Executive Education, Short courses, Community Partnerships, Industry Collaborations, International strategic partnerships, Business Advisory Council etc) and that he wished to develop these further either as part of the expanded document or included as part of his own set of key performance indicators. Members agreed that these areas were key areas for the Griffith Business School and supported their inclusion.

6.3 In considering the Operational Plan 2006 - 2010, Griffith Business School, members provided the following feedback:

6.3.1 Page 2 - members requested that the statements under (c) Resources be amended to read “Shift in distribution of IGS away from 100% return to the individual to major increase commitment to strategic research uses” and “Provision of research performance incentives in areas such as quality publications and applications for ARC national competitive grants”.
Members discussed the issue of return of IGS monies at length and it was resolved that they did not want to see IGS monies returned at a rate of less than 50% to the individual; and

6.3.2 Page 5 - members requested that the statements under (a) Strategies be amended to read “To improve the generic skills and learning experiences, expand the role of the Learning Development Unit (LDU), and link the LDU to first year advisors and/or program convenors directors and align these with academic planning initiatives and advice provided by undergraduate Program Directors.

6.4 The Chair requested that members consider the document titled “Appendix to: Griffith Business School Operational Plan 2006-2010” separately and forward any comments or suggested amendments directly.

Resolution:

6.5 The Griffith Business School Board resolved to recommend to the Deputy Vice Chancellor (Teaching and Learning) the Operational Plan 2006 - 2010, Griffith Business School, as described in 2005/0037390, subject to the inclusion of the comments/amendments as provided in paragraphs 6.2 and 6.3 above.

7.0 WORKLOADS MODEL, GRIFFITH BUSINESS SCHOOL

7.4 The Griffith Business School Board was asked to consider a Workloads Model for the Griffith Business School, as described in 2005/0037391. The Associate Dean, Curriculum, Teaching and Learning introduced the item and advised that a Working Party had been established within the Griffith Business School to develop an appropriate model.

7.4 In support of the Academic Work @ Griffith proposal, Faculties were asked to develop Workloads Model, among other things, that would:
   1. Align with the Academic Staff Certified Agreement 2003 – 2006;
   2. Allow for flexibility/discretion in allocating workloads;
   3. Allow for the maintenance/continuation of a workload profile subject to performance expectations being met;
   4. Align with the definitions of research threshold/active/intensive; and
   5. Take into account discussions concerning use of hours, research higher degree supervision, fixed profiles and documentation.

7.4 In preparing the Workloads Model, the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) advised of the process that the Working Party undertook in determining the proposal as presented. In summary, the Working Party members debated the extent of flexibility and prescriptiveness that should prevail within the proposed model; the draft model was forwarded to the Deputy Vice Chancellor (Teaching and Learning) for feedback where it was advised that it was to be an allocation of teaching document; a first draft was also piloted by the Department of Management, and subsequent changes to Section 3.1a Teaching Profile and a redesign of Table 4 Example of An Active Teaching Profile: 8 Notional Hours/Hour Equivalents per Week were undertaken; and the Departments of Marketing, International Business and Asian Studies were then invited to consider the model and required clarification on Table 4, which was calculated on the basis of a 40% teaching load.
7.4 In presenting the model for members consideration, the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) emphasised:

7.4.1 The need to have a system of workload allocation that gives equity across the Griffith Business School for contact (teaching) time;
7.4.2 Increasing flexibility around research and teaching workloads designed to support the aims of the Academic Work @ Griffith profile; and
7.4.3 The Workloads Model must be manageable within current budget constraints.

7.5 In considering the proposed Workloads Model for the Griffith Business School, members’ provided the following feedback:

7.5.1 The Associate Dean, Research and Research Training (Griffith Business School) supported the 8 hours of notional teaching time, but raised concern with respect to:
   o the high research profile staff and who would therefore be teaching;
   o teaching buyout in ARC grants was rare and that this must be specified in the grant; and
   o the draft model requires some refining so that there is a closer connection and consistency between the definition of research active/threshold/intensive;

7.5.2 Page 1, Executive Summary, include a statement in the last paragraph “It would be appropriate to trial this model in semester 1, 2006”;
7.5.3 Page 5, 3.1a Teaching Profile, amend the sentence to read: “These activities are expressed as notional hours or ‘hour equivalents or points’;”
7.5.4 Page 5, 3.1a Teaching Profile, dot point 2, amend the sentence to read: “A reasonable workload is characterised as 8 contact hours or points per teaching week. Convenorship, marking, consultation and travel time are calculated separately and are additional to the direct contact time;
7.5.5 Page 6, Table 3 Teaching Activities, include the statement “Consideration of how to accommodate convenorship of large classes *”;
7.5.6 Page 7, Table 4, amend the tables title to read: Example of An Active Teaching Profile: 8 Notional Hours/Hour Equivalents/Points per Week (8 notional hours/points per week x 13 weeks x 2 semesters = 208 hours);
7.5.7 Page 7, Table 4, include the following statement at the end of the table: “Note: These notional hours/points are determined by the assumptions on which they are based. Changing the assumptions changes the notional hours/points per activity”; 
7.5.8 Page 12, Table 7, amend the tables title to read: “Examples of Requirements of Research Profiles by Appointment Level For an ACTIVE Research Category”;
7.5.9 Page 12, Table 7, Under Level B, dot point 1, amend the sentence to read: “Active in submitting/acquiring NRGS, GURGS and other early and GBS research grants at least every 3 years and;”
7.5.10 Page 12, Table 7, Under Level C, dot point 2, amend the sentence to read: “Make regular successful applications for external grants either individually or as team member;”;
7.5.11 Page 13, Table 7, Under Level D and E, amend the sentence to read: “For a Level D or E academic (or a Level C) to be classified as research
intensive they should, over a three year period: “…”;

7.5.12 Page 13, Table 7, Under Level D and E, dot point 2, amend the sentence to read: “Provide on-going significant research and professional leadership in making successful competitive grant submissions (ARC and equivalent)”;

7.5.13 Page 13, Table 7, Under Level D and E, dot point 3, amend the sentence to read: “Publish regularly higher quality journal articles, book chapters and/or occasional books (depending on their discipline’s focus) i.e. acquire at least 3 DEST points in publications over a three year period.”; and

7.5.14 Page 13, Table 7, Under Level D and E, dot point 5, amend the sentence to read: “(Principal) Supervision of RHDs and have at least one RHD completion in a three year period.”

The Head of Department, Management also mentioned the requirements for accreditation with respect to the requirements for teaching undergraduate and postgraduate courses separately; the appropriate level of staff that can convene courses and the issue of only 8 hours of contact teaching time.

In considering the range of issues raised with respect to the proposed Workloads Model, the Chair considered it appropriate that the above amendments are made and that a revised document be circulated to all Heads of Department for discussion and consideration with department colleagues with a view to providing feedback at the next meeting. Members were advised that it was appropriate to make clear to staff that this was a DRAFT document; the GBS would enter into a transition phase for semester 1, 2006; and that all Faculty Workloads Model were required to be presented to the Union and be Enterprise Bargaining Agreement compliant.

Resolution:

7.8 The Griffith Business School Board resolved to reconsider the Workloads Model for the Griffith Business School, as described in 2005/0037391, at its next meeting subject to the amendments outlined in paragraph 6.5 and consideration of the issues raised in paragraphs 7.6 and 7.7.

8.0 2006 PROGRAM CONVENORS AND FIRST YEAR ADVISORS

8.1 The Griffith Business School Board was asked to consider the Program Convenors for the 2006 revised suite of undergraduate programs as follows:

1034/1287/1288 Bachelor of Business Dr Joo-Gim Heaney
1289/1290 Bachelor of Business (Hotel, Tourism, Leisure & Sport) Dr Ray Hibbins
1291/1292 Bachelor of Arts (Politics, Asian Studies & International Relations) Dr Robyn Hollander

8.2 Members were also asked to note that the attached document included a list of all undergraduate and postgraduate Program Convenors for the revised and withdrawn suite of undergraduate and postgraduate programs (2005/0037388). Members also noted that the First Year Advisors for all undergraduate programs and the Program Convenors for the 1035/1285/1286 Bachelor of Commerce and 1105/1107 Bachelor of International Business had not been finalised.
Resolution:

8.3 The Griffith Business School Board resolved to approve the 2006 Program Convenors, as described in paragraph 7.1 above and 2005/0037388, for introduction in 2006.

9.0 NEW PROGRAM SUBMISSION

9324 CONTINUING EDUCATION CERTIFICATE IN TOURISM, LEISURE, HOTEL AND SPORT MANAGEMENT

9.1 The Griffith Business School Board, on the recommendation of the Curriculum, Teaching and Learning Committee (GBS), was asked to consider the New Program Submission for a 9324 Continuing Education Certificate in Tourism, Leisure, Hotel and Sport, as described in 2005/0037371 for introduction in semester 1, 2006.

9.2 The proposed new certificate program structure is provided below:

<table>
<thead>
<tr>
<th>Sem</th>
<th>Catalog Nbr</th>
<th>Course</th>
<th>CP</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>1001HSL</td>
<td>Foundation Studies for TLHS</td>
<td>10</td>
</tr>
<tr>
<td>I</td>
<td>1220HSL</td>
<td>TLHS Technology</td>
<td>10</td>
</tr>
<tr>
<td>II</td>
<td>1002HSL</td>
<td>Introduction to Research</td>
<td>10</td>
</tr>
</tbody>
</table>

Choose 10CP from the following courses:

<table>
<thead>
<tr>
<th>Sem</th>
<th>Catalog Nbr</th>
<th>Course</th>
<th>CP</th>
</tr>
</thead>
<tbody>
<tr>
<td>II</td>
<td>1202HSL</td>
<td>Introduction to Tourism Management</td>
<td>10</td>
</tr>
<tr>
<td>II</td>
<td>1105HSL</td>
<td>Leadership in Leisure Management</td>
<td>10</td>
</tr>
<tr>
<td>II</td>
<td>1304HSL</td>
<td>Introduction to Sport Management</td>
<td>10</td>
</tr>
</tbody>
</table>

9.3 In discussing the new program, the Head of Department advised the Curriculum, Teaching and Learning Committee (CTL) members that the specialised (former) Introduction to Hospitality course content had been subsumed into the new course, 1001HSL Foundation Studies for TLHS, and that given the resource intense nature of the laboratory courses at CJ’s Restaurant, it was felt that specific courses in Food and Beverage Service Management or Food Production Management were not required as part of a certificate program.

9.4 Further, the introduction of this new certificate program seeks to align the certificate structure to that of the recently approved new suite of 1289/1290 Bachelor of Business (Hotel, Tourism, Leisure and Sport) programs that were recently approved by Programs Committee (June). In developing this new certificate program, the Department of TLHS have proposed to withdraw the following certificate programs:

9.4.1 9300 Continuing Education Certificate in Hospitality and Tourism Management (2005/0037373);
9.4.2 9202 Continuing Education Certificate in Leisure Management (2005/0037372); and
9.4.3 9215 Continuing Education Certificate in Sport Management (2005/0037374).

Resolution:
9.3 The Griffith Business School Board, on the recommendation of the Curriculum, Teaching and Learning Committee (GBS), resolved to approve the New Program Submission for a 9324 Continuing Education Certificate in Tourism, Leisure, Hotel and Sport, as described in 2005/0037371 for introduction in semester 1, 2006.

10.0 MAJOR CHANGE SUBMISSION
1021/1022/1016 BACHELOR OF ARTS

10.1 The Griffith Business School Board, on the recommendation of the Faculty of Arts, was asked to ratify the Chair’s executive action in approving a Major Change Submission, as described in 2005/0037832 (revised 2005/0037825) and a Minor Change Submission, as described in 2005/0037826, for the 1021/1022/1016 Bachelor of Arts and associated programs, for introduction in semester 1, 2006.

10.2 In summary, the major change submission (2005/0037825) proposed to withdraw the following arts majors: Media and Culture, Cultural History, History and Philosophy of Science, Philosophy and Ethics, and Theology.

10.3 In summary, the minor change submission (2005/0037826) proposed a range of course withdrawals, renaming of courses etc that affect first year courses and courses offered as part of a range of majors.

Resolution:

10.4 The Griffith Business School Board, on the recommendation of the Faculty of Arts, ratified the Chair’s executive action in approving a Major Change Submission, as described in 2005/0037832 (revised 2005/0037825) and a Minor Change Submission, as described in 2005/0037826 for the 1021/1022/1016 Bachelor of Arts and associated programs, for introduction in semester 1, 2006.

11.0 MINOR CHANGE SUBMISSION
3174 / 3175 GRADUATE CERTIFICATE IN COMMERCE
5439 / 5440 MASTER OF COMMERCE

11.2 The Griffith Business School Board, on the recommendation of the Department of Accounting, Finance and Economics, was asked to ratify the Chair’s executive action in approving a Minor Change Submission, as described in 2005/0037393, for the 3174/3175 Graduate Certificate in Commerce and 5439/5440 Master of Commerce, and associated programs, for introduction in semester 1, 2006.

11.2 In summary, the minor change submission seeks to:

11.2.1 Amend the semester of offer for 7102AFE Corporate Auditing from Semesters I and II to be offered in Semester II only. This change will ensure that cross campus consistency is maintained across the program; and

11.2.2 Withdraw 7215AFE Asia-Pacific Capital Markets from offer in Semester 1, 2006 at the Nathan campus only. The course is offered as an elective course in the Banking & Finance specialisation and would normally
require students to undertake this course in Year 2 of their program. The Department has considered student demand and the implications of offering courses with low enrolments (refer GBS’ Minimum Enrolments Policy) and has determined that it is appropriate to first offer this course to students in the above programs in semester 1, 2007. By withdrawing this course from offer in 2006 only, the Department believes that no students will be disadvantaged as there are a number of elective options available within this specialisation.

Resolution:

11.3 The Griffith Business School Board, on the recommendation of the Department of Accounting, Finance and Economics, ratified the Chair’s executive action in approving a Minor Change Submission, as described in 2005/0037393, for the 3174/3175 Graduate Certificate in Commerce and 5439/5440 Master of Commerce, and associated programs, for introduction in semester 1, 2006.

12.0 MINOR CHANGE SUBMISSION

1035 BACHELOR OF COMMERCE

12.1 The Griffith Business School Board, on the recommendation of the Department of Accounting, Finance and Economics, was asked to ratify the Chair’s executive action in approving two Minor Change Submissions, as described in 2005/0037375 and 2005/0037386 respectively, for the 1035 Bachelor of Commerce program, for introduction in semester 1, 2006.

12.2 In brief, the first minor change submission (2005/0037375) proposed to amend the transition arrangements for students who entered the Applied Finance major in the pre-2006 program. In the Applied Finance major, students will be required to undertake the course 2210AFE Investment Planning, offered in semester 1, in place of 2203AFE Financial Statement Analysis which is to be withdrawn. As the transitional course 2210AFE Investment Planning would only be offered at the Logan campus, the Department felt that this may create difficulties for those students undertaking the major at the Nathan campus. It is therefore proposed to replace 2210AFE Investment Planning with 2204AFE Financial Institutions Management that is offered at Nathan in semester I.

12.3 In brief, the second minor change submission (2005/0037386) proposed to amend two course titles in order to better reflect their respective content and be more applicable to the business area:

<table>
<thead>
<tr>
<th>Current Course Title</th>
<th>Proposed Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2306AFE Maths for Business, Finance and Economics</td>
<td>2306AFE Quantitative Methods Business,</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>3306AFE Economics of Financial Markets</td>
<td>3306AFE Financial Economics</td>
</tr>
</tbody>
</table>

Resolution:

12.3 The Griffith Business School Board, on the recommendation of the Department of Accounting, Finance and Economics, ratified the Chair’s executive action in approving two Minor Change Submissions, as described in 2005/0037375 and
13.0 **MINOR CHANGE SUBMISSION**

3138 GRADUATE CERTIFICATE IN MANAGEMENT - INNOVATION AND CHANGE
5375 MASTER OF MANAGEMENT - INNOVATION AND CHANGE
5377 MASTER OF MANAGEMENT WITH HONOURS - INNOVATION AND CHANGE

13.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (GBS), was asked to ratify the Chair's executive action in approving a Minor Change Submission, as described in 2005/0037387, for the 3138 Graduate Certificate in Management - Innovation & Change, 5375 Master of Management - Innovation & Change, and the 5377 Master of Management with Honours - Innovation & Change, for introduction in semester 1, 2006.

13.2 In summary, the Department of Management, Griffith Business School, sought approval to change the course code of the following course: 7047GSM *Corporate Governance* to 7047MGT *Corporate Governance*. Historically, ownership of this course was shared between the Graduate School of Management (GSM) and the Department of Management and the GSM has since removed this course from its list of offerings thus alleviating it of associated teaching responsibilities. This course is currently offered as a core in the above suite of programs and the Department of Management has now assumed full teaching responsibility for this course.

**Resolution:**

13.3 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (GBS), ratified the Chair's executive action in approving a Minor Change Submission, as described in 2005/0037387, for the 3138 Graduate Certificate in Management - Innovation & Change, 5375 Master of Management - Innovation & Change, and the 5377 Master of Management with Honours - Innovation & Change, for introduction in semester 1, 2006.

14.0 **INTERNATIONALISATION STRATEGY, GRIFFITH BUSINESS SCHOOL**

14.1 The Griffith Business School Board was asked to consider, at the request of the Director, Internationalisation, Commercialisation and Community Partnerships, a draft proposal for a Griffith Business School Internationalisation Strategy, as detailed in 2005/0037394, andInternationalisation Committee, as described in 2005/0037395, for implementation.

14.2 In the context of a globalised education and business environment, the Griffith Business School was asked to consider the introduction of a formalised internationalisation strategy with a clear set of objectives. In support of these activities, it was also proposed to establish an Internationalisation Committee, as described in 2005/0037395, as a sub-committee of the Griffith Business School Board that would provide strategic advice to the Director, ICCP on the direction, policy and co-ordination of the Griffith Business School's international activities and services.
14.3 In considering the scope of the context of the proposals, members agreed that consideration should be provided in the context of the Griffith Business School’s teaching and learning strategic goals.

Resolution:

14.4 The Griffith Business School Board resolved to request its sub-committee, the Curriculum, Teaching and Learning Committee, to consider the draft proposal for a Griffith Business School Internationalisation Strategy, as described in 2005/0037394, and Internationalisation Committee, as described in 2005/0037395, and to present its recommendation to the next meeting.

15.0 WORK INTEGRATED LEARNING POLICY, GRIFFITH BUSINESS SCHOOL

15.1 The Griffith Business School Board was asked to consider, at the request of the Director, Internationalisation, Commercialisation and Community Partnerships, a draft proposal for a Griffith Business School Work Integrated Learning Policy, as described in 2005/0037396, for implementation.

15.2 In the context of the University’s Academic Plan, whereby “70% of all Undergraduate Programs [are to] have at least as an option that students can undertake work experience/internship/service learning in their programs or as co-curricula activity”, the Griffith Business School has embarked upon a series of changes to its undergraduate program profile to ensure that all students have the option of a work integrated learning experience.

15.3 In considering the context of the proposal, members agreed that consideration should be provided in the context of the Griffith Business School’s curriculum, teaching and learning profile.

Resolution:

15.4 The Griffith Business School Board resolved to request its sub-committee, the Curriculum, Teaching and Learning Committee, to consider the draft proposal for a Work Integrated Learning Policy, as described in 2005/0037394, and Internationalisation Committee, as described in 2005/0037396, and to present its recommendation to the next meeting.

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

16.0 CHAIR’S REPORT

16.1 Professor Michael Powell, Pro Vice Chancellor and Dean (Business), provided an oral report at the meeting.
16.2 The Chair covered the following matters in his report:

16.2.1 Budget
The GBS will be in an operational deficit come the end of 2005, despite being in a cash positive position as a result of Department surpluses and unspent monies in research accounts. For 2006, it has been acknowledged previously that this will be a difficult budget year for the GBS, we are currently working with FBS on a detailed staffing position as increased staffing costs have exceeded expected budget capacity. With six new staff appointments, and some to still be finalised, it is expected that these new staff will boost the GBS research output.

Discussions have taken place with the Vice Chancellor and President and the GBS is spending approximately $3M on sessional staff. Departments will be scrutinised in an attempt to see this figure decline. FBS staff, particularly Alison Harris, will be working with Heads of Department on this issue as it links directly with the Workloads Plan. Significant strain has also been placed on the sessional budget as a number of staff are approved to take leave in 2006 (eg. Equity Officer has approved 6 applications for leave in the GBS - 3 in MKT and 3 in AFE, while some sessional monies are provided to cover this, the total cost is unsustainable from within the GBS).

Heads of Department are asked to seriously consider the appropriateness of approving leave requests for 2006 as this is an important year for the GBS in terms of accreditation. With the accreditation expectation that 90% of staff are PhD qualified, we are not able to fill our staff roster with in appropriately qualified non-PhD qualified staff. The Chair encouraged Heads of Department to take a more serious approach to staff approval requests in light of the accreditation requirements of the whole of the GBS (rather than a Department profile specific orientation).

16.2.2 Student Matters
The Chair advised that early QTAC results are positive, with TLHS demand appearing to increase from 2005 figures. The Pro Vice Chancellor (International) has advised that student demand overall is increasing.

16.2.3 Group Structures
The Vice Chancellor circulated an email to staff (dated 2 November). The document arises out of Project Streamline and the consultants, PhillipsKPA, have provided a final report on the accountabilities and responsibilities of Research Centre Directors, Deans and Heads of Schools/Departments. As the GBS is a single-Faculty, the Deputy Vice Chancellor (Teaching and Learning) proposal suggests that this structure would include 3 Dean positions within a single Faculty - Dean (Academic), Dean (Learning and Teaching) and Dean (Research). While the GBS has introduced the role of portfolio Associate Deans, the Dean (Academic) role within the proposed structure is new. The Deputy Vice Chancellor (Teaching and Learning) model suggests that the proposed Dean roles are intended as a minimum and Faculties are permitted to have additional Dean (or Director) positions, provided they are justified
and approved by the Vice Chancellor and President. The Chair advised that this new proposal provides the GBS with an opportunity to revisit its organisational structure and the University will consider these proposals at its December Council meeting. The Chair advised that should this proposal be approved, an appropriate mechanism for appointing the Dean (Academic) would take place within the GBS. It is also important to consider the budget implications of this change in the context that no new staff would be engaged to fill such positions and that this will have budget implications for teaching buyout.

Members agreed that this issue should be discussed after Council approval as it provided an opportunity to reconsider the GBS’ organisational structure. Some members expressed the possibility of merging the Associate Dean, CTL and Associate Dean, Postgraduate positions and suggested that once the accreditation process is complete that it may be appropriate to phase out the position of Director, Quality and Accreditation.

The PhillipsKPA Report includes information pertaining the roles and accountabilities of Research Centre Directors. Further information will be released and members are welcome to direct any comments to the Deputy Vice Chancellor (Teaching and Learning). The Chair advised that, in his view, Research Centre Directors (and not their nominees) should attend appropriate committee meetings, be involved in staffing appointments from Level C and above, and be active members of the Griffith Business School Group Executive.

After initial discussion with the Vice Chancellor, and included in the PhillipsKPA report, the Chair advised members that a Budget Advisory Committee was to be formed and that it was his intention to nominate a Head of Department to represent the Griffith Business School. Details about this would be circulated when more is information is available.

16.2.4 Staffing
The Chair announced that it is with regret that Professor Glenda Strachan has resigned from the position of Director, Internationalisation, Commercialisation and Community Partnerships, due to health reasons. Professor Strachan will remain as a valued member of staff within the Department of Management. Members thanked Professor Strachan for her contributions to the work of the GBS in her role. In conjunction with possible Group structure changes (as outlined in 16.2.3 above), the Chair outlined that it would be now appropriate to think about the future of this role and how it may be re-shaped in the future.

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

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

17.2 The Associate Dean advised members that things were well underway with the introduction of the new suite of undergraduate programs in 2006. Some outstanding areas would be followed up with the Academic Services Officer (Business and Law) over the coming week. A final meeting of the Curriculum,
Teaching and Learning Committee (sub-committee of this Board) would be held next week.

17.3 Three out of the five undergraduate program directors have been appointed for 2006 and negotiations are currently nearing finalisation for the remaining two positions, with approval for those included under Agenda Item 13. It is expected that the outcomes will be presented for approval at the next meeting. Members will note that the appointment of First Year Advisors for 2006 is currently outstanding and discussions are taking place to clearly define the roles of the program directors and the first year advisors. It is expected that the appointment of the First Year Advisors for 2006 will be made prior to the end of the year.

18.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES’ REPORT

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

18.2 The Associate Dean advised that the seven postgraduate program directors had been finalised with approval for those included under Agenda Item 13. Under the Master of Commerce and Master of Management programs, an overall program director has been appointed. The Associate Dean advised members that if they wished to provide discipline specific contacts, then these could be included with details to be forwarded for approval and appropriate actioning. Professor David Peetz has already advised that he is to be the Industrial Relations contact under the Master of Management program. Induction sessions would be held during late November for the newly appointed Program Directors, and would include information being presented from central elements (Graduate Studies, Griffith International, QIBT, Credit Transfer and Articulations Manager).

18.3 The Associate Dean advised members of the intention to disestablish the Postgraduate Studies Committee (Griffith Business School) as a separate sub-committee under the Griffith Business School Board. Members were advised that the Curriculum, Teaching and Learning Committee would be reworked to consider both undergraduate and postgraduate issues, with the Chairing of the committee to be shared between both Associate Deans.

18.4 In relation to marketing activities, postgraduate information evenings were held at both the Nathan and Gold Coast campuses with 42 and 28 students attending respectively. Two information sessions for the Masters of Business Administration programs would be held next week at the South Bank and Gold Coast campuses. The Associate Dean advised members that she had attended 15 large courses over the last week encouraging students to consider postgraduate study within the Griffith Business School. To support the postgraduate programs, an Executive Advancement Guide had been prepared which provides detailed information about the Griffith Business School’s postgraduate offerings for 2006 (copies distributed at the meeting). The Associate Dean wished to thank Ms Lisa Cotterell, Executive Officer to the Pro Vice Chancellor and Dean (Business), for developing this guide. In addition, the Associate Dean advised members of her intention to build relationships with Industry by visiting workplaces during November and December to promote the Griffith Business School and its postgraduate program offerings. Members were encouraged to provide details of contacts for future follow-up. The Associate Dean also spoke of the range of recent enhancements made to the Program
Catalogue and demonstrated these to members. Members commented favourably on the overall appearance of the Program Catalogue, however, some members requested that further changes be made to minimise the appearance with respect to the listing of withdrawn programs.

19.0 ACTING ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING’S REPORT

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

19.2 The Acting Associate Dean advised members that a number of grant approvals had now been finalised, including the ARC Preparation Support Grants, RHD Completions, GBS Research Fellowship, Small Grants and Conference Funding.

The following six staff have been awarded a GBS Research Fellowship Scholarship: Zoltan Murgulov (Accounting, Finance & Economics), Ron Fisher (Management), Luke Houghton (Management), Dale Mackrell (Management), Peter Woods (Management), Ben Lowe (Marketing).

The following four staff have been awarded a GBS CAPRS - Completion Scholarships for RHD students: Paul Rowland (Graduate School of Management), Joan Corrie (Industrial Relations), Peter Imamura Fumihiko (Marketing), and Daniela Di Piramo (Politics & Public Policy).

Recipients of the other GBS awards would be announced via the Pro Vice Chancellor and Dean (Business) group email communication.

19.3 The Chair advised that members must keep in mind that within the various schemes leave entitlements may or may not be required and that this may impact upon Department staffing requirements. Members were asked to consider the cumulative effect that this will have on the Griffith Business School overall, particularly during 2006 while we seek accreditation. In discussing this issue further, members raised the following:

- No corporate history or records of leave taken available;
- A large number of schemes offered not only within the Griffith Business School but across the University and within Centres that made the tracking of requests quite difficult. Members requested that co-ordination between the University and GBS schemes should take place, with decisions about GBS schemes to be delayed until after the University has finalised its recipients;
- Most requests have varying deadlines and therefore a Head of Department is unable to consider these within the same timeframe in order to consider operational impacts;
- Suggestion made that there was nothing within the guidelines at present that restricted individual staff members requests for leave under various schemes which made the non-support or declining quite difficult. The Director, ICCP advised members that she was the GBS representative on the Equity Committee and supported members concerns with respect to a change within the guidelines. However, it was noted that there would be some tensions with respect to staff requesting the various forms of assistance (with leave entitlements) in order to meet their contractual/appointment obligations; and
• Some members suggested that these issues could be considered under the role of Dean (Academic).

20.0 DIRECTOR OF INTERNATIONALISATION, COMMERCIALISATION AND COMMUNITY PARTNERSHIPS’ REPORT

20.1 Professor Glenda Strachan, Director of Internationalisation, Commercialisation and Community Partnerships, provided an oral report at the meeting.

20.2 In discussing her decision to resign from this role, the Director wished to thank members for the privilege of undertaking this position and wished to advise that it is with regret that due to ill health she will be stepping down at the end of the year. The Director expressed her deepest thanks to the supportive team of academic colleagues whom were extremely co-operative in assisting with the portfolio’s requirements. She also wished to thank staff within Griffith International.

21.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

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

21.2 The Director advised that the Griffith Business School’s Academic Plan had been accepted, without amendment, by the pre-accreditation committee, AACSB. The Director wished to thank all members for their assistance in developing the final report. The report is to be considered by the AACSB accreditation committee’s December 4 meeting and we will then be advised of the outcomes and timelines, to formalise the mentor and mentoring relationship to take place during 2006, with the visit to take place in March 2007.

21.3 The EFMD has advised of the composition of the peer review team for the March 14 - 16, 2006 visit. The peer review team consists of:

- Mr Ole Stenvinkel Nilsson, President, BI Norwegian School of Management (Chair)
- Dr Nicolas Mottis, Former Dean, ESSEC Business School, Paris
- Professor Gerry Griffin, Pro Vice Chancellor, Division of Business, University of South Australia (local representative)
- Professor Christian Sala, Former Deputy General Manager, Banco Santander Central Hispano (BSCH) (corporate representative).

The Director also requested the support of all members in finalising the EFMD submission which is due at the end of the year.

21.4 With respect to budget and accreditation issues, the Group Resource Manager (Business) has advised that the Griffith Business School should be planning for accreditation costs over the next three years, including whole of School and individual program accreditation costs, institutional memberships only, and other annual fees accrued in relation to such activities. The Director requested Heads of Departments to urgently supply this information as it was important for the Griffith Business School to know its expected (or forecasted) expenditure costs for 2006 - 2008 in relation to all these activities. The Director agreed to consult with the Group Resource Manager (Business) and circulate additional
information. The Chair reminded members that this request is not an opportunity for Heads of Departments to shift costs currently, and appropriately, incurred at the Department level to the Group level.

22.0 DIRECTOR, STUDENT SERVICES PRESENTATION

22.1 Ms Joanna Peters was invited to the meeting to discuss with members the Report on Orientation at Faculty Level, on behalf of the Chair, Student Orientation and Engagement Committee, Dr Alf Lizzio, and the Support Available from Student Services to assist Faculties in achieving their Strategic Plan Performance Outcomes.

22.2 Ms Peters discussed with members the importance in providing feedback about specific Faculty issues that were raised as part of the survey undertaken on 2005 Orientation Activities to inform 2006 Orientation planning. In presenting the Orientation Survey results [refer handouts - 2005 Orientation Survey Report, Executive Summary and Orientation Survey 2005, Overview of Findings (Business Faculty)] and discussing the Griffith Business School specifically, Ms Peters presented the following:

22.2.1 23% of GBS students responded to the survey;
22.2.2 GBS students were predominantly younger than other survey respondents;
22.2.3 The GBS had an increasingly large international student cohort;
22.2.4 Approximately one-third of students did not attend Orientation activities, with 26% of those advising that they were unable to attend due to other commitments;
22.2.5 Respondents felt that the Orientation activities were well organised and prepared but felt that the capacity to interact with others (including other students, senior students and academic staff) was not at the level they desired; and
22.2.6 Concern expressed among respondents that they did not know whom their First Year Advisor (FYA) was. Ms Peters commented that this was the first year of using FYA’s and the response to this question she hoped would improve in next year’s survey results.

22.3 In discussing the support services that Student Services is able to provide to assist staff to meet the goals under “Learning” within the Academic Plan, Ms Peters advised that Student Services provide the following to support retention activities:

22.3.1 Financial support and health and well being (eg Student Loans, Student Counsellors etc);
22.3.2 Personal development programs and developing a learning community;
22.3.3 Assisting students to develop their vocational identity;
22.3.4 Strategies to assist building student loyalties beyond first year;
22.3.5 Student equity issues;
22.3.6 Graduate outcomes - Career Board; and
22.3.7 Career Smarter.

22.5 In discussing the career module, the Chair requested that a list of Griffith Business School courses that currently include this module be provided to the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School)
and that dialogue between Student Services and Ms Robyn Stephen, Manager, Learning and Development Unit (GBS) with respect to the career module was also encouraged.

22.4 The Director, Quality and Accreditation advised that postgraduate students are in need of support services in these areas also and that much attention is paid to the undergraduate students. The Director further advised that with the EQUIS accreditation visit in March 2006, there was an urgent need for the Griffith Business School to provide statistical information to support GBS and University activities for both student groups, including international students (35% of GBS students are international). Ms Peters advised that there were specific tools available including: International Careers Counsellors, Going Global (new web tool), and that Student Services support and provide services in conjunction to the activities of the Graduate Studies Centre in relation to postgraduate students.

22.5 The Head of Department, Marketing, raised retention issues and expressed his concern for what appeared to be a “silo” or fragmented approach across the various elements in dealing with this important issue. Ms Peters advised that there was an Early Success Primer (web tool) available and the development of this was seen as a step in breaking down these issues. Ms Peters agreed to follow up on this matter further with the Head of Department, Marketing.

23.0 REVIEW OF PROGRAM SUPPORT, GRIFFITH BUSINESS SCHOOL

23.1 The Griffith Business School Board was to consider a confidential report on the Review of Program Support within the Griffith Business School.

23.2 Due to timing constraints, members agreed to hold this item over until the next meeting. The Chair requested the Secretary liaise with the Office of Human Resource Management to determine if it was appropriate to circulate the document to all Heads of Department for consideration with department colleagues for discussion at the next meeting, as consultation with general staff was currently taking place.

24.0 CHANGES TO POSTGRADUATE PLANNING AND APPROVAL PROCESS

24.1 The Office of Graduate Studies has advised that the Deputy Vice Chancellor (Teaching and Learning) and the Dean, Graduate Studies require an amendment to the Program Planning and Approval Process, to include postgraduate programs. A process and timeline similar to the current undergraduate process will be implemented for postgraduate program planning and approvals.

24.2 The Griffith Business School Board and Heads of Department are requested to note the impending changes to the postgraduate program planning and approval process and factor these in to the planning and review process of postgraduate program offerings for the 2007 admission period.

For noting

25.0 FEES AND CHARGES POLICY

25.1 The Griffith Business School Board was asked to note recent advice from the Office of Graduate Studies to Section 6, Fees and Charges Policy that
specifically refers to fees for non-international fee-paying postgraduate studies. The Policy outlines that non-international postgraduate student tuition fees are fixed for 3 years only. When a student enrolls in their program for the 4th year since their commencement in the program their tuition fee will be reset to the approved tuition fee applicable to the program in the current semester. This is irrespective of whether or not the student has taken a leave of absence.

25.2 Heads of Departments are asked to ensure staff within their school who conduct student recruitment, orientation, academic advisement or student administration activities are aware of the detail of the policy.

For noting

26.0 HOSPITALITY PROVIDED BY THE UNIVERSITY

26.1 The Griffith Business School Board was asked to note the recently approved policy titled Hospitality Provided by the University which sets out the circumstances under which hospitality expenditure may be incurred and the guidelines which should be followed by staff when arranging or approving hospitality expenditure.

26.1 Members are asked to encourage staff to familiarise themselves with this policy which can be accessed at the following web site: 

For noting

27.0 2006 PROPOSED MEETING DATES

27.1 Members were asked to consider the schedule of 2006 committee-meeting dates. The proposed dates are line with the continuation of meeting free weeks across the University, which were first introduced as a quality enhancement initiative in 2004, and in accordance with a set of specified parameters rolled over from 2005 calendar, and the interdependences of various committees.

27.2 Taking into account the 8 meeting free weeks in 2006 (Weeks 2, 3 & 4 of January, Weeks 2 & 3 of April, Week 4 of July, Week 5 of September and Week 4 of December), it is proposed to schedule the 2006 GBS meetings, with venue and timing to be determined, as follows:

Friday 17 February (2 weeks prior to formal commencement of teaching)
Friday 17 March (Week 3)
Friday 28 April (Week 8)
Friday 19 May (Week 11)
Friday 16 June (Week 15)
Friday 21 July (1 week prior to formal commencement of teaching)
Friday 18 August (Week 4)
Friday 15 September (Week 8)
Friday 20 October (Week 12)
Friday 17 November (Week 16)
For noting

28.0 OTHER BUSINESS

Nil

29.0 NEXT MEETING

29.1 Members agreed that another meeting for 2005 was required and agreed that Friday 2 December was suitable. The Secretary would advise members of the time and location of the meeting.

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

(Chair)

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

Griffith Business School Board Members

Professor Michael Powell, Pro-Vice Chancellor and Dean (Business) (Chair) (ex officio)

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

Professor Chew Ng, Department of Accounting, Finance and Economics
Professor David Peetz, Department of Industrial Relations
Professor Leong Liew, Department of International Business and Asian Studies
Dr Louis Sanzogni, Department of Management
Professor Bill Merrilees, Department of Marketing
Dr Liz van Acker, Department of Politics and Public Policy
Professor Mike Davidson, Department of Tourism, Leisure, Hotel and Sport Management
Professor Ross Guest, Graduate School of Management

Associate Deans and Deputy Heads of Departments (appointed by the Group Pro-Vice Chancellor)

Professor Bill Shepherd, Associate Dean, Curriculum, Teaching and Learning
Professor Liz Fulop, Associate Dean, Research and Research Training
Professor Lorelle Frazer, Associate Dean, Postgraduate Studies
Dr Mohammad Tahir, Deputy Head of Department (Accounting)
Dr Eduardo Roca, Deputy Head of Department (Finance)
Associate Professor Saroja Selvanathan, Deputy Head of Department (Economics and Business Statistics)
Associate Professor Graham Cuskelley, Deputy Head of Department, Department of Tourism, Leisure, Hotel and Sport Management
Professor Kristine Toohey, Deputy Head of Department, Department of Tourism, Leisure, Hotel and Sport Management

Associate Professor Javed Maswood, Deputy Head of Department, Department of International Business and Asian Studies
Professor Arthur Shulman, Director, Quality and Accreditation

Co-opted Members (Term of Office: Two years up to, but not including, the ordinary meeting of the Griffith Business School Board in February 2006)

Professor Glenda Strachan, Director, Internationalisation, Commercialisation and Community Partnerships

Information Copies
(without attachments unless stated)
Ms Alison Harris, Group Resource Manager, Business 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 Acting Pro-Vice Chancellor and Dean (Business)
Ms Mary Hassard, Credit Transfer and Articulations Managers, Student Administration Centre Co-ordinators, Office of Graduate Studies

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