A meeting of the Griffith Business School (GBS) Board was held on Friday, 16 November 2007, from 10:00am till 2:00pm in the Boardroom, Room 0.12, Business 1 Building (N50_0.12) at the Nathan Campus

MINUTES

PRESENT:
Professor Bill Shepherd (Chair)
Professor Michael Powell
Professor Lorelle Frazer
Professor Graham Cuskeley
Professor Chris Auld
Professor Leong Liew
Dr Debra Grace
Dr Louis Sanzogni
Dr Robyn Hollander
Professor Chew Ng
Professor Mike Davidson
Professor Chris Guilding
Dr Cameron Allan

Present by invitation
Mr Martin Borchert
Ms Colette Smith-Strong
Ms Kate Rees (Secretary)

APOLOGIES:
NIL

<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item Number and Attachment/s)</th>
<th>Brief Description</th>
<th>Resolution</th>
<th>Action to be Taken</th>
<th>Responsible Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONFIRMATION OF MINUTES (Agenda Item Number 2.0)</td>
<td>The minutes of the 6/2007 meeting of the Griffith Business School Board, having been circulated, were taken as read and confirmed.</td>
<td>Taken as read and confirmed</td>
<td>Forward to CARMS Committee Secretary</td>
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<tr>
<td>MATTERS ARISING FROM PREVIOUS MINUTES (Agenda Item Number 3.0)</td>
<td>Nil</td>
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COMMITTEE MEMBERSHIP  
(Agenda Item Number 4.0)  

The Board noted this was the last meeting for Dr Cameron Allan and Professor Mike Davidson, whose terms as Head of Department have concluded. The Board extended its thanks for the contributions both members made to the work of the committee.

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

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SECTION B: ACTION UNDER DELEGATED AUTHORITY  

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<tr>
<th>NIL</th>
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**SPECIAL PURPOSE SUBMISSION (#2007/0002096)**  
1034/1288 DEGREE REQUIREMENTS FOR GRIFFITH BUSINESS SCHOOL PROGRAMS  
(Agenda Item Number 13.0)  

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the degree requirements for GBS programs, as described in 2007/0002096, for implementation in Semester 1 2008.

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**MINOR CHANGE SUBMISSION (#2007/0002114)**  
1034/1288 BACHELOR OF BUSINESS  
(Agenda Item Number 14.0)  

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1034/1288 Bachelor of Business, as described in 2007/0002114, for implementation in Semester 1 2008.

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**MINOR CHANGE SUBMISSION (#2007/0002182)**  
3068/3069 GRADUATE CERTIFICATE IN MARKETING  
5226/5228 MASTER OF MARKETING  
(Agenda Item Number 15.0)  

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 3068/3069 Graduate Certificate in Marketing and 5226/5228 Master of Marketing, as described in 2007/0002182, for implementation in Semester 1 2008.

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**MINOR CHANGE SUBMISSION (#2007/0002183)**  
1034/1288/1287/1335 BACHELOR OF BUSINESS  
(Agenda Item Number 16.0)  

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1034/1288/1287/1335 Bachelor of Business, as described in 2007/0002183, for implementation in Summer Semester 2007/2008.

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**MINOR CHANGE SUBMISSION (#2007/0002184)**  
3187/3191 GRADUATE CERTIFICATE IN BUSINESS  
(Agenda Item Number 17.0)  

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 3187/3191 Graduate Certificate in Business, as described in 2007/0002184, for implementation in Semester 1 2008.

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**MINOR CHANGE SUBMISSION (#2007/0002185)**  
3187/3191 GRADUATE CERTIFICATE IN BUSINESS  
(Agenda Item Number 18.0)  

The GBS Board, on the executive recommendation of the Dean (Learning and Teaching), GBS, resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 3187/3191 Graduate Certificate in Business, as described in 2007/0002185, for implementation in Semester 1 2008.

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<tr>
<td>MINOR CHANGE SUBMISSION (#2007/0002187) 3047/3048 GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION 5158/5159 MASTER OF BUSINESS ADMINISTRATION 5162/5163 MASTER OF BUSINESS ADMINISTRATION (ADVANCED) (Agenda Item Number 19.0)</td>
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<tr>
<td>SPECIAL PURPOSE SUBMISSION (#2007/0002198) 5457 INTERNATIONAL MASTER OF BUSINESS ADMINISTRATION (Agenda Item Number 20.0)</td>
</tr>
<tr>
<td>MINOR CHANGE SUBMISSION (#2007/0002191) 3102 GRADUATE CERTIFICATE IN INTERNATIONAL BUSINESS 5311 MASTER OF INTERNATIONAL BUSINESS 5312 MASTER OF INTERNATIONAL BUSINESS WITH HONOURS (Agenda Item Number 21.0)</td>
</tr>
<tr>
<td>SECTION C: OTHER RECOMMENDATIONS AND REPORTS [TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]</td>
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<tr>
<td>DISCUSSION PAPER: BUILDING INSTITUTIONAL PARTNERSHIPS WITH TAFE &amp; OTHER TERTIARY EDUCATION PROVIDERS (Agenda Item Number 11.0)</td>
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www.griffith.edu.au/committees
to maintain and build their own student base.
- The establishment of pathways with TAFE institutions will help to reduce the level of competition. However, there is a risk to be considered in maintaining the quality of student intake.
- The establishment of the Zones of Trust is a positive step towards developing a sustainable relationship.
- The recognition of the need for transition for students transferring from TAFE and the provision of orientation processes for the second year students is positive.
- The establishment of these relationships could provide an opportunity to improve the quality of the international student intake by channelling these students through TAFE in the first instance.
- It is recognised that there is a need to develop these relationships before other universities take the same steps.
- It is noted that Recommendation 3 Supporting Student Transition places the onus for developing student transition strategies on the Groups, and that there will be resource implications to consider.

**POSITION PAPER: RESEARCH PERFORMANCE AND DEVELOPMENT IN THE GBS: FINDING A BALANCE**
(Agenda Item Number 12.0)

Professor Graham Cuskelly, Dean (Research) spoke to this item. He extended his thanks to the Board for their assistance in managing feedback on this paper.

The Board was advised:
- Minor amendments will be made to Figure 1a to note that 2008 data is from round 1 only, and to the Hillary Step in Figure 2.
- A clause will be added to the position paper to give consideration to any university incentive and reward schemes and to review the GBS plan accordingly.
- The Base Unit, as noted in Appendix 1B, will be advised once approved.

The following issues were discussed:
- The university academic staff performance management program is an annual process, which is not consistent with the three year research performance review in the workload model. It was noted that supervisors should consider the performance history when conducting reviews. Copies of the reviews are stored with HR, however it can be difficult to access these reports.
- Funding audits will be required to ensure consistent and appropriate allocation of rewards/incentives.

The Griffith Business School Board resolved to approve the position paper: 'Research Performance and Development in the GBS: Finding a Balance', subject to the noted amendments. The position paper will be reviewed throughout 2008.

An application proforma will be developed for staff.

For implementation in the Griffith Business School.

Dean (Research)

Dean (Research)
- There is more clarity and transparency in the new model, compared to the previous model.
- It was agreed that a proforma should be developed to simplify the application process.
- Staff wishing to apply for the scheme will complete the application form which should be submitted to the Head of Department. An account will be set up to distribute the funds. Funds are to be utilised within the designated period.
- Under the scheme, staff can choose to pool their funds. There is a precedence for the pooling of funds however this increases the potential for disputes amongst staff.
- A member queried the re-allocation of funds from staff who don’t need the additional funds to the department for use in supporting ECRs or retain high quality RAs, for example. These funds are currently returned to the Dean (Research).

The PVC (B) extended his thanks to the Dean (Research) for his work in developing this document.

PROGRAM PROPOSAL
BACHELOR OF ASIAN BUSINESS
(Supplementary Agenda Item Number 1.0)

Professor Leong Liew, Head, Department of International Business and Asian Studies spoke to this item.

The Board was advised:
- A working party was established in 2006/2007 to investigate the possibility of introducing a Bachelor of Asian Business. This program is supported by the Deputy Vice Chancellor (Academic).
- It is the intention that this program will have a small intake of high achieving students. There is a need to ensure the quality of the intake to promote the profile of the university in this study area and also to ensure the quality of student placement in the 1 year internship program.
- The new program will emphasise in-country language training as well as the internship.
- The high English language requirement is needed to ensure the placement of students in the study abroad internships.
- This program should not replace the Asian Studies program which is aimed at a different market. There are commonalities and close links between the Asian Studies, International Relations and International Business programs. Individual enrolments in these programs are low however strong course enrolments justify the retention of the programs.

Approved in principle, subject to minor amendments, as discussed

Head to forward amended proposal to Committee Secretary

Head, Department of International Business and Asian Studies Committee Secretary
- The intake to the program can be expanded at a later stage depending on the development of a suitable internship network.
- There will be limited additional resources required for the program as it will utilise, for the most part, existing courses.

This proposal was approved for recommendation to the Deputy Vice Chancellor (Academic), subject to minor changes to the expected enrolment numbers.

### SECTION D: MATTERS NOTED, CONSIDERED, OR REMAINING UNDER DISCUSSION

**CHAIR’S REPORT**  
*(Agenda Item Number 5.0)*

The Chair reported on the following matters:
- INS are developing a database model to assist with collecting the staff information required for AACSB accreditation. This will help to minimise the amount of time spent gathering information.
- The assessment of applications for ASP is continuing.
- Staff performance reviews are ongoing.
- Nominations have been called for the AFE discipline leader positions.
- The Dean (Academic) had previously invited staff feedback on the workload model, for the consideration of the Workload Committee.

The majority of feedback received concerned the reduction of teaching load through an increased recognition of research and WIL commitments, and consideration of the workload involved in convening large classes.

- The Workload Committee will also consider narrowing the definition of Research Intensive in response to the RQF. It will focus on equity in applying the guidelines, taking into account research performance and outputs over previous years. It was agreed that staff who consider themselves to be Research Intensive should notify their Heads, and this recommendation will be forwarded to the Workload Committee for assessment.
- Staff feedback on the RQF groupings is being managed at the Department level. Concerns have been raised by the University regarding the appropriate size of the groups. Consideration may be given to reducing the membership of large groups to ensure the quality of output is maintained.

**PRO VICE CHANCELLOR’S (BUSINESS) REPORT**  
*(Agenda Item Number 6.0)*

The PVC(B) reported on the following matters:
- The 2008 budget has been finalised and a briefing will be organised for the Deans and Heads. The PVC (B) summarised the end of year position and highlighted areas for increased expenditure in 2008.
- Overall QTAC preferences for business are down 7%. Contrary to this, the GBS has shown a growth in demand of 12% (22% including UAC applications). The growth is evident mainly in the new program.
areas eg. real estate and property development, international tourism and hotel management and the Bachelor of Commerce (Professional) at Logan.

- The GBS has received approval for a Next Phase Appointment in the area of tourism. Recruitment for this position has commenced. A second appointment will be made in the area of sustainability/corporate social responsibility. These are research positions which are fully funded by the University.

- The date for the AACSB accreditation site visit has been finalised. This will be held during semester 2 so students will be available for consultation. The Deans (Learning and Teaching) and (Academic) are continuing their work on ensuring the GBS meets the requirements for accreditation.

- The GBS is eligible to re-apply for EQUIS accreditation in mid-2008. The PVC (B) invited feedback from members of the Board as to whether the GBS should consider reapplying. Whilst there is a different focus for AACSB and EQUIS, there are similarities and overlap in the information that has already been gathered for AACSB. This would minimise the amount of time spent re-gathering information for the EQUIS report. The report for AACSB is due in April, and the report for EQUIS would be due in August.

- The structure of administrative support at the program and course level is being reviewed. Allowances have been made in the budget for increased administrative support.

- The PVC (B) advised he is considering two proposals for new academic centres. These will be strategic initiatives reflective of demand in niche areas.

### DEAN’S (LEARNING AND TEACHING) REPORT

**Agenda Item Number 7.0**

The Dean (Learning and Teaching) reported on the following matters:

- **Assurance of Learning**
  The progress of the Curriculum Mapping workshops, as outlined in attachment 7.1, was discussed. The mapping for the four fast-tracked programs and postgraduate programs has been completed. In 2008 the curriculum mapping for the remaining undergraduate majors will be completed. The outcomes of the curriculum mapping process will be available to students on the program Learning@Griffith websites. The next part of the process is the development of rubrics. It was agreed the Dean (Learning and Teaching) will forward all curriculum mapping information to the Heads for review.

- **Administrative Structure and Review**
  The GBS administrative structure will be reviewed. The Dean (Learning and Teaching) advised he is considering two proposals for new academic centres. These will be strategic initiatives reflective of demand in niche areas.

**Noted**

Curriculum mapping information to be forwarded to Heads
and Teaching) asked for one of the Heads to volunteer to join the review party. The Dean will consult with PSOs and Heads regarding strengths and weaknesses of the current structure.
- Specialist courses
  A number of courses will again be offered as specialist courses to the public in semester 1 2008. This will be advertised to the public via radio campaigns in 2008. A small number of postgraduate courses have been recommended by the Heads for offer – it was noted that it was difficult to identify courses which were suitable for this cohort. The Board agreed that advanced undergraduate courses with small enrolments that are attractive to the market could also be considered.

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<tr>
<th>DEAN’S (RESEARCH) REPORT (Agenda Item Number 8.0)</th>
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<td>The Dean (Research) reported on the following matters:</td>
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<td>- There are five Business RQF Research Groups. The groups are drafting context statements which will be forwarded to the IRUA for review and comment prior to submission.</td>
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<td>- The membership of all groups is currently being reviewed by the university. There is a concern that a large membership may compromise the performance of the group.</td>
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<td>- The research performance of the GBS was discussed, as per attachment 8.1.1.</td>
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<tr>
<th>DIRECTOR, INTERNATIONALISATION AND COMMUNITY PARTNERSHIPS’ REPORT (Agenda Item Number 9.0)</th>
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<td>The Director, Internationalisation and Community Partnerships reported on the following matters:</td>
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<tr>
<td>- International Student Applications: 2008 FPOS applications and offers have increased 12% and 11% respectively, with the majority of growth in coursework postgraduate programs. Undergraduate applications and offers have increased 3% and 1% respectively. This steady growth will help to buffer QTAC preference results.</td>
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<td>- Recent visits to India and the Middle East indicate that the Griffith brand is strong in these countries.</td>
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<td>- India Sports University will be a point of discussion at Executive Group.</td>
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<td>- The official opening of the BacHa International University was held during November. This was attended by the Director, Off-Shore Operations, Griffith Business School.</td>
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<td>- A number of GBS representatives were involved with visits by overseas delegates. The Director extended his thanks to everyone involved.</td>
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<th>LIBRARY RESOURCES PRESENTATION (Agenda Item Number 10.0)</th>
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<td>The Chair welcomed Mr Martin Borchert, Associate Director, Access Services, INS and Ms Colette Smith-Strong, Reference Librarian, Business to the meeting to discuss the library resources budget.</td>
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<td>The following points were discussed:</td>
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<tr>
<td>- INS resources are allocated to the Group under the budget model,</td>
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Noted
which then pays for the service. Group resources are allocated using key research, learning and teaching indicators, which are then managed by subject area.

- 2007 Monographs Allocation
- 2007 Serials Costs
- Requests for additional/new library resources are received from academics and students, and are then prioritised based on the demand and value of the resource. Heads of Department were advised to forward their input to the Faculty Librarian.
- There is a growing need for Business resources at the South Bank campus.
- It is important that INS consultation occurs as part of the program planning process.

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<tr>
<th>HEALTH &amp; SAFETY REPORT</th>
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<tr>
<td>(Agenda Item Number 22.0)</td>
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<tr>
<td>The GBS Board noted the Health and Safety report provided by the Health and Safety Risk Advisor.</td>
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<td>Noted</td>
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<th>REPORTS OF SUB-COMMITTEES OF THE FACULTY BOARD (Agenda Item Number 23.0)</th>
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<td>The GBS Board noted the minutes from the following:</td>
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<tr>
<td>- Curriculum, Teaching and Learning Committee (GBS), 9/2007</td>
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<td>- Research Sub-committee (GBS), 4/2007</td>
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<td>- Research Training Sub-Committee (GBS), 4/2007</td>
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<th>AUQA AUDIT 2008 (Agenda Item Number 24.0)</th>
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<td>The GBS Board noted the timing of the trial AUQA Audit.</td>
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<th>DEST APPLICATIONS: EXTENSION OF YOUTH ALLOWANCE AND AUSTUDY TO MASTERS (Agenda Item Number 25.0)</th>
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<tr>
<td>The GBS Board noted the submission of the DEST Applications.</td>
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<th>POLICY AND PROCEDURES UPDATES (Agenda Item Number 26.0)</th>
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<tr>
<td>The GBS Board noted advice on University policy, procedures and form revisions.</td>
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| OTHER BUSINESS  
(Agenda Item Number 27.0) | An Initial Program Proposal to introduce a Bachelor of Information Management Systems was tabled for discussion. Dr Louis Sanzogni, Head, Department of Management spoke to this item.  

The following issues were discussed:  
- This is a joint initiative between Business and SEET.  
- A small working party was formed to initially consider a joint double degree. Following deliberations, it was recommended that a single degree be considered.  
- Staff from the Department of Management were involved in the initial development of the proposal. The Head advised there is some concern from his staff that this proposal is being rushed through without the proper consultation. He advised that the balance of the program structure needs to be addressed.  
- It was agreed that a more appropriate name be considered for the program, to reflect both the business and IT components of the program. Market research will be conducted regarding similar offerings at other universities. |
| Committee Secretary | In principle approval given, subject to further market research into the program title. | Committee Secretary to provide an overview of similar programs offered at other Australian universities. |
| | GBS and SEET to recommend a more appropriate program title. | Committee Secretary |

| NEXT MEETING  
(Agenda Item Number 28.0) | The GBS Board noted the timing and location for the 1/2008 November meeting. |
| Committee Secretary | Noted | - |

| 2008 MEETING DATES  
(Agenda Item Number 29.0) | The GBS Board noted the timings and draft locations for the 2008 meetings. |
| Committee Secretary | Noted | - |

Confirmed:  

______________________________ 
(Chair)

Date:  

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

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

Heads of Departments Directly Associated with the Faculty (ex officio)
Professor Chew Ng, Department of Accounting, Finance and Economics
Dr Cameron Allan, Department of Industrial Relations
Professor Leong Liew, Department of International Business and Asian Studies
Dr Louis Sanzogni, Department of Management
Dr Debra Grace, Department of Marketing
Dr Robyn Hollander, 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, Centre for Tourism, Sport and Service Innovation

Invited (for Audience and Debate)
Professor Christopher Auld, Director, Internationalisation and Community Partnerships

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