A meeting of the Griffith Business School (GBS) Board was held on Friday, 21 November 2008, from 10:00am till 1:30pm in Room 0.12, Business 1 Building (N50), Nathan campus.

MINUTES

PRESENT:
Professor Bill Shepherd (Chair)
Professor Michael Powell
Professor Lorelle Frazer
Professor Graham Cuskey
Professor Christine Smith
Dr Mark Mourell
Professor Leong Liew
Dr Louis Sanzogni
Associate Professor Gillian Mort
Professor Haig Patapan
Professor Peter Brown

By Invitation:
Dr Jem Bendell (for item 11.0)
Dr Mark Brimble (for item 12.0)

Ms Kate Rees (Secretary)

APOLOGIES:
Professor Chris Auld
Professor Paul Couchman

<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item and Attachment/s)</th>
<th>Brief Description</th>
<th>Resolu tion</th>
<th>Action to be Taken</th>
<th>Responsible Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONFIRMATION OF MINUTES (Agenda Item 2.0)</td>
<td>The minutes of the 7/2008 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</td>
<td>Committee Secretary</td>
</tr>
<tr>
<td>MATTERS ARISING FROM THE PREVIOUS MEETING (Agenda Item 3.0)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>COMMITTEE MEMBERSHIP (AGENDA ITEM 4.0)</td>
<td>The Board noted this was the last meeting for Professor Christine Smith, Associate Professor Gillian Mort, Professor Peter Brown, Professor Paul Couchman, and Professor Haig Patapan. The Board extended its thanks for the contributions made by members to the work of the committee.</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Name of Item (including Agenda Item and Attachment/s)</td>
<td>Brief Description</td>
<td>Resolution</td>
<td>Action to be Taken</td>
<td>Responsible Officer</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>-------------------</td>
<td>------------</td>
<td>-------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td><strong>FULL PROGRAM PROPOSAL</strong> (#2008/0016852) 3244 GRADUATE CERTIFICATE IN SUSTAINABLE ENTERPRISE (Agenda Item 11.0)</td>
<td>Full program proposal to introduce the Graduate Certificate in Sustainable Enterprise at the South Bank campus, effective semester 2 2009. The Board made the following comments: - There is potential to develop complimentary sustainability offerings at the postgraduate and/or research level in tourism/hospitality etc. Such offerings might be more attractive to the domestic market. - The courses in the graduate certificate will be available as a specialisation in the MBA. - The admission requirements specify two separate points of entry to the program, modelled on the MBA admission requirements. The Board felt that the second entry point, 10 years work experience in a management or supervisory level, was too high. It was agreed that the second entry point should align with the requirements for the Graduate Certificate in Business Administration. - It was noted that the English language requirements were higher than the standard. Courses 3 and 4 are highly interactive requiring students to demonstrate competency in negotiation and communication. This will require a higher standard of English comprehension.</td>
<td>Approv ed, subject to change in the admission requirements as specified</td>
<td>Forward to Program Accreditation Officer.</td>
<td>Committee Secretary (action taken)</td>
</tr>
<tr>
<td><strong>SPECIAL PURPOSE SUBMISSION</strong> (#2008/0016838) 1291/1292 BACHELOR OF ARTS (POLITICS, ASIAN STUDIES &amp; INTERNATIONAL RELATIONS) (Agenda Item 14.0)</td>
<td>Special Purpose Submission to change the program and award title for the Bachelor of Arts (Politics, Asian Studies and International Relations). The Board noted: - This change is not related to professional accreditation requirements. The change has been proposed in response to feedback from the marketplace regarding confusion with the name. - There will be no increase in the number of programs offered. Students will receive individually named awards. - A number of Australian universities offer a Bachelor of Arts with majors in Asian studies, international relations and/or politics. These programs are normally offered by an Arts Faculty. - The Board was concerned about a possible overlap in international content in the two majors 'Asian and International Studies' and 'International Relations'. The Board was advised that an Asian and International Studies major was more attractive to the market than a straight Asian Studies major.</td>
<td>Approv ed</td>
<td>Forward to Program Accreditation Officer.</td>
<td>Committee Secretary (action taken)</td>
</tr>
<tr>
<td>Name of Item (including Agenda Item and Attachment/s)</td>
<td>Brief Description</td>
<td>Resolution</td>
<td>Action to be Taken</td>
<td>Responsible Officer</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>------------------</td>
<td>------------</td>
<td>--------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>COURSE OUTLINES GRIFFITH BUSINESS SCHOOL (Agenda Item 15.0)</td>
<td>The GBS Board, on the executive recommendation of the Dean (Learning and Teaching) and Chair, Griffith Business School Board, resolved to ratify Course Outlines for Summer Semester 2008/2009.</td>
<td>Ratified</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ADVICE OF PROGRAM WITHDRAWAL (2008/0016849) 3083 GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION 5327 MASTER OF PUBLIC ADMINISTRATION WITH HONOURS (Agenda Item 16.0)</td>
<td>The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), resolved to ratify the Chair’s executive action in approving the Advice of Program Withdrawal for the 3083 Graduate Certificate in Public Administration and 5327 Master of Public Administration with Honours, as detailed in 2008/0016849, effective Semester 1 2009.</td>
<td>Ratified</td>
<td>Forward to Program Accreditation Officer.</td>
<td>Committee Secretary (action taken)</td>
</tr>
<tr>
<td>MINOR CHANGE SUBMISSION (2008/0016850) 1105/1107 BACHELOR OF INTERNATIONAL BUSINESS (Agenda Item 17.0)</td>
<td>The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1105/1107 Bachelor of International Business, as detailed in 2008/0016850, effective Semester 1 2009.</td>
<td>Ratified</td>
<td>Forward to Program Accreditation Officer.</td>
<td>Committee Secretary (action taken)</td>
</tr>
<tr>
<td>MINOR CHANGE SUBMISSION (2008/0016853) 3210 GRADUATE CERTIFICATE IN POLICY ANALYSIS (Agenda Item 18.0)</td>
<td>The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), resolved to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 3210 Graduate Certificate in Policy Analysis, as detailed in 2008/0016853, effective Semester 1 2009.</td>
<td>Ratified</td>
<td>Forward to Program Accreditation Officer.</td>
<td>Committee Secretary (action taken)</td>
</tr>
<tr>
<td>Name of Item (including Agenda Item and Attachment/s)</td>
<td>Brief Description</td>
<td>Resolution</td>
<td>Action to be Taken</td>
<td>Responsible Officer</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>------------------</td>
<td>------------</td>
<td>--------------------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| **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** | | | | |
| CHAIR’S REPORT  
(Agenda Item 5.0) | 4.1 The Communications Officer (Business and Law) and Marketing Manager (Business) were unable to attend the meeting. There were no matters to report. | Noted | | |
| | 4.2 The Chair reported on the progress of the proposal to establish Tutorial Service Officers to undertake the administrative tasks associated with managing large classes. As discussed at the October GBS Board meeting, the proposal was distributed to relevant stakeholders for feedback. The feedback received was varied. A number of stakeholders expressed concern about the nature of the role and whether this should be an administrative or academic position. More consultation is required before a decision is reached. The issue of support for large courses is also being considered at the university level. | Noted | | |
| PRO VICE CHANCELLOR’S  
(BUSINESS) REPORT  
(Agenda Item 6.0) | The PVC (B) reported on the following:  
- This is a peak time of the year for staff recruitment and engagement and promotions.  
- A meeting will be held to discuss the end of year budget situation for 2008.  
- The refurbishment of N50 will commence over the break. AFE staff will be re-located during this time. The timeline for completion has been extended.  
- The GBS’ need for space will increase in 2008 in line with staff recruitment activities and staff re-location due to refurbishment. An examination of the use of existing space may be required.  
- The PVC encouraged all staff to attend graduation ceremonies at the end of the year to support GBS students.  
- The GBS Christmas party will be held at Nathan this year. A bus has been booked to provide transport for Gold Coast staff.  
- The PVC circulated a memo prepared by the Marketing Manager (Business) which provided an analysis of the TAC preferences. | Noted | - | - |
| DEAN’S (LEARNING AND TEACHING) REPORT  
(Agenda Item 7.0) | The Dean (Learning and Teaching) spoke to her written report. | Noted | | |
<p>| DEAN’S (RESEARCH) REPORT | The Dean (Research) tabled a written report (see attached). | Noted | - | - |</p>
<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item and Attachment/s)</th>
<th>Brief Description</th>
<th>Resolu tion</th>
<th>Action to be Taken</th>
<th>Responsible Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Agenda Item 8.0)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEAN (INTERNATIONAL) REPORT (Agenda Item 9.0)</td>
<td>The Dean (International) was unable to attend the meeting. The PVC (Business) advised that the University is anticipating growth in FPOS enrolments in semester 1 2009 but that a decline is expected for semester 2. The impact of the international economic crisis on expected FPOS enrolments is unknown.</td>
<td>Noted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUALITY/ACCREDITATION ISSUES (Agenda Item 10.0)</td>
<td>10.1 CYCLE 2 UNIVERSITY REVIEWS</td>
<td>Noted</td>
<td>Feedback to be provided on the discussion paper</td>
<td>Pro Vice Chancellor (Business)</td>
</tr>
</tbody>
</table>
|                                                      | The Board was asked to provide feedback on the scale and scope of element reviews for the GBS, as detailed in the discussion paper ‘Review of Reviews’. The Pro Vice Chancellor (Business) spoke to this item. The Board discussed the following issues:  
- The final cycle 1 reviews will proceed as scheduled in 2009.  
- Cycle 2 reviews will commence in 2010. Cycle 2 reviews will be focused on the element’s need for a structural, thematic or process review.  
- The GBS is asked to consider new arrangements for cycle 2 reviews and advise an optimal configuration for the review to provide timely and useful information. The Board was provided three options to consider:  
  1. Continue with the cycle 1 review arrangements of individual departments and disciplines.  
  2. Undertake a Group level review inclusive of all departments and research centres.  
  3. Undertake thematic reviews, similar to the AUQA model, either at university or group level.  
- The Board noted that the GBS had undergone a large number of external reviews in the last few years.  
- It was also noted that cycle 1 reviews are very resource intensive and there can be significant delays in communicating the final outcomes of the review. The benchmarking data provided for cycle 1 reviews was of limited use.  
- Members agreed that cycle 1 departmental reviews were not effective for driving change.  
- AACSB and EQUIS accreditation reviews occur every five years at the Group level and are extremely rigorous. The information provided for AACSB and EQUIS provides a complete set of indicators on which to assess the Group’s performance. To avoid duplication of effort it would be timely to align the University’s requirement for reviews with external accreditation requirements. |             |                   |                    |
<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item 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><strong>accreditation requirements.</strong></td>
<td>- Members agreed that element reviews should be aligned with the organisational structure, and that thematic reviews focusing on issues specific to the Group would provide a useful analysis.  - Reviews should be aligned with the direction of the university also. The Board agreed that the stringent external accreditation requirements of AACSB and EQUIS were sufficiently rigorous to provide a comprehensive report on the performance of the Group, and would meet the requirements of the cycle 2 reviews. It was further agreed that the Group would benefit from conducting ‘mini’ thematic reviews within this 5 year period focused on key issues specific to the GBS.</td>
<td>Approved, subject to change as discussed</td>
<td>Strategy to be implemented across a small number of courses,</td>
<td>Program Director, Bachelor of Commerce</td>
</tr>
<tr>
<td><strong>BLENDED LEARNING PROPOSAL</strong> (Agenda Item 12.0)</td>
<td>The Board was asked to consider a proposal to pilot a blended learning strategy at the Logan campus in the Bachelor of Commerce and Bachelor of Business. Dr Mark Brimble, Program Director, Bachelor of Commerce spoke to this proposal. The Board discussed the following issues:  - This proposal has been developed based on the University’s decision to adopt a blended learning strategy to support student learning experiences.  - The GBS needs to adopt a blended learning approach to remain competitive with other universities.  - The proposal documents a blended learning strategy to be trialled in 2009 across the Logan trimester model. The strategy would be implemented progressively across the year and feedback gathered from relevant stakeholders. The proposal recommends the strategy be extended to other campuses in 2010.  - The advantages of trialling the strategy first at Logan relate to the complexities of the Logan trimester timetable, the flexibility gained by students in organising their internships, and the small number of courses and staff that would be impacted.  - The strategy involves the use of Lec topia and other ICTs which have been trialled in various lecture theatres during semester 2. The lecture capture system allows staff to record their lectures which can then be made available on Learning@Griffith.  - There are budget implications to be considered in trialling the strategy in 2009. Alternative arrangements need to be made when teaching in venues that aren’t equipped with the lecture capture system.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Name of Item (including Agenda Item and Attachment/s) | Brief Description | Resolu
<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Action to be Taken</th>
<th>Responsible Officer</th>
</tr>
</thead>
</table>
| - A number of issues have arisen following the introduction of the trimester model at Logan. It was recommended the Logan programs be reviewed and strategies developed to address these issues.  
- Members also recommended that the blended learning strategy be trialled in a small number of Logan courses rather than at the program level.  
- Concerns were expressed about the timeline provided for the trial which would commence in trimester 1.  
- It was noted that some courses are not suited to a blended learning strategy. An audit of suitable courses for inclusion in the trial needs to be conducted.  
- Staff training in the use of technologies will be required. | | | |
| The GBS Board supported the concept of adopting a blended learning strategy but expressed concerns about the timing and implementation of the strategy at the program level. The Program Director was asked to reconsider the proposal for implementation across a small number of courses. Suitable courses will be identified through consultation with relevant Heads (or representatives). A taskforce will be form to assess the implementation of the strategy and to evaluate the trial using measurable parameters. | | | |
| RE-ORGANISATION OF THE GRIFFITH BUSINESS SCHOOL BOARD (Agenda Item 13.0) | The Board was asked to provide feedback on a proposed restructure of the Griffith Business School Board. The Pro Vice Chancellor (Business) spoke to this item.  
The Board discussed the following issues:  
- It is proposed to revise the membership of the GBS Board to improve the level of engagement of staff in strategic issues.  
- Two models for a revised GBS Board were provided.  
1. Model 1 involved expanding the current membership of the Faculty Board to include Deputy Heads and discipline leaders of large departments, where these roles have been officially appointed. These members would have full voting rights. Non-academic senior managers would also be invited with rights of audience and debate. The business of the Faculty Board could be split between the meetings where up to 4 meetings in the year could be allocated to strategic issues only. All meetings would be videoconferenced, where possible, to manage the larger membership.  
2. Model 2 involved splitting the functions of the Faculty Board. Faculty Board would retain the legislative functions. A new Group Board, advisory | Noted | Feedback on proposed restructure to be sent to PVC (Business) | All members of GBS Board |
<p>| | | | Pro Vice Chancellor (Business) |</p>
<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item 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>Program Concept Proposal (Agenda Item 20.0)</td>
<td>The Griffith Business School Board noted the Program Concept Proposal for the Graduate Certificate in Leadership and Management.</td>
<td>Noted</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Policy and Procedures Updates (Agenda Item 21.0)</td>
<td>The GBS Board noted the policy and procedure updates.</td>
<td>Noted</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Proposal for Commerce Internship (Agenda Item 22.0)</td>
<td>The Griffith Business School Board noted the proposal to establish a Commerce Internship, as detailed in attachment 22.0.</td>
<td>Noted</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Business</td>
<td>NIL</td>
<td>Noted</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

The Griffith Business School Board provided support for an expanded Faculty Board membership i.e. Model 1. Additional feedback can be forwarded to the PVC (Business) who will distribute a final proposal for consultation.

- The Griffith Business School Board noted the minutes from the Research Committee (GBS), October 2008.

- The Griffith Business School Board noted the Program Concept Proposal for the Graduate Certificate in Leadership and Management.

- The Griffith Business School Board noted the proposal to establish a Commerce Internship, as detailed in attachment 22.0.
<table>
<thead>
<tr>
<th>Name of Item (including Agenda Item 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>NEXT MEETING (Agenda Item 24.0)</td>
<td>The next meeting of the Griffith Business School Board will be held on Friday, 21 November 2008, from 10:00am till 1:00pm in Room 0.12, Business 1 Building (N50), Nathan Campus.</td>
<td>Noted</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2009 MEETING DATES (Agenda Item 25.0)</td>
<td>The Griffith Business School Board noted the 2009 meeting dates.</td>
<td>Noted</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Confirmed: ____________________________
(Chair)

Date: ________________________________
DISTRIBUTION LIST

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

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

Heads of Departments Directly Associated with the Faculty (ex officio)
Professor Christine Smith, Department of Accounting, Finance and Economics
Dr Mark Mourell, Department of Employment Relations
Professor Leong Liew, Department of International Business and Asian Studies
Dr Louis Sanzogni, Department of Management
Associate Professor Gillian Mort, Department of Marketing
Professor Haig Patapan, Department of Politics and Public Policy
Professor Peter Brown, Department of Tourism, Leisure, Hotel and Sport Management

Research Centre Representative (ex officio)
Professor Paul Couchman, Director, Centre for Tourism, Sport and Service Innovation

Invited (for Audience and Debate)
NIL

Information Copies
(without attachments unless stated)
Group Resource Manager, Business
Human Resource Manager, Business
Marketing Manager, Business
Communications Officer, Business and Law
Business Development Manager, Business, Griffith Enterprise
Deans’ and Heads of Departments’ Secretaries, Griffith Business School
Program Service Officers, Griffith Business School
Executive Officer to the Pro Vice Chancellor (Business)
Senior Manager, Strategic Initiatives, Griffith Business School
Credit Transfer and Articulations Manager, Student Administration
Centre Coordinators, Office of Graduate Studies
Client Administration Officers, Student Administration

Other Copies
Corporate Archives and Records Management Copy (attachments)
Binding Copy (attachments)
Spare Copy (attachments)