GRiffith Business School Board Minutes 6/2011
Friday 25 November, 2011

GRiffith university
GRiffith Business School Board

A meeting of the Griffith Business School Board was held at 9:30 a.m. on Friday 25 November 2011 via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus; Room 1.04, The Chancellery Building (G34), Gold Coast campus; and Room 2.27, Information Services Building (L03), Logan campus.

MINUTES

PRESENT:
Professor Marie Wilson (Chair)
Professor Michael Powell (Chair)
Professor Lorelle Frazer
Dr Campbell Fraser
Professor Christine Smith
Associate Professor Michael Barry
Professor Leong Liew
Dr Marie-Louise Fry
Professor Eduardo Roca
Professor Kate Hutchings
Dr Peter Tatham
Professor Peter Jordan
Dr Kathy Lloyd
Dr Brad Hill
Dr Dennis Grube
Ms Kimberley Cotterell-Anderson
Ms Rachel Christie
Ms Helen M Wright
Ms Glenys-Julie Harris (Secretary)

APOLOGIES:
Dr Robyn Hollander
Professor Ross Guest
Professor Beverley Sparks
Dr Anoop Patiar
Professor Graham Cuskelly
Professor Christopher Auld
Associate Professor James Skinner
Professor Jenny Stewart
Associate Professor Laura Lawton
Professor Patrick Weller
Ms Lisa Cotterell

1.0 CONFIRMATION OF MINUTES

The minutes of the 5/2011 meeting, having been circulated, were taken as read and confirmed.
SECTION A: RECOMMENDATIONS AND REPORTS TO ACADEMIC COMMITTEE AND ITS SUB-COMMITTEES

2.0 COURSE ASSESSMENT AND MODERATION (Agenda Item 10.0)

2.1 The new form is a modification of the existing GBS form, to incorporate into the MESS reports. While there is potential for change in the future, GBS have no issue with a system they already use.

2.2 Concerns were raised in relation to the following:

- How will marks sheets be attached to the electronic excel spreadsheet?
- Grade distributions between campuses. It was noted this should not be an issue if the variation is explained.
- Timetabling issues relating to 3rd year level students needing to enrol in a 2nd year level course.
- Short timelines to administer moderation.

2.3 It was noted that a decision flowchart to assist before going to Assessment Board need to be established.

Resolution

2.4 The Griffith Business School Board, affirmed the form provided will replace the original GBS form. Consideration into the management of the marking guide electronically needs to be discussed.

<table>
<thead>
<tr>
<th>Action item</th>
<th>Responsible Officer/s</th>
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<tbody>
<tr>
<td>Feedback to Karen Van Haeringen to reflect the Griffith Business School’s endorsement of the form and process as this matches what GBS already does. The marking guide will be managed electronically.</td>
<td>Dean (Learning and Teaching)</td>
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3.0 GRADING SCHEMA

3.1 The Board was advised the University has established a Grading Schema Working Party with the PVC (Business) as the Chair. It is intended to consider the following matters:

- Removal of PC Grades
  While the Griffith Business School is generally in favour of the intended removal of the PC grade concerns were raised about the impacts on retention rates and increased numbers of supplementary exams

- Establishing a limit on the number of times a student may fail a course.

- A new grading schema, incorporating several levels in the fail range. It was noted that any moves away from the current grading system may be implemented in stages. Concerns were raised that a student may appeal “how badly they failed.” Needs clear guidelines.

3.2 Additional concerns were raised about the potential increase in the number of appeals against grades.
4.0 5 YEAR REVIEW – INTERNATIONAL TOURISM AND HOTEL MANAGEMENT MAJOR
(#2011/0003564) (Agenda Item 11.0)

4.1 Key recommendations from the review were presented by Kathy Lloyd:

- The Program overview to be revisited (Recommendation 1)
- 2105HSL International Tourism and Hotel Marketing is to be adjusted to a 3rd Year level course with course objectives, content and assessment modified to reflect the change in course level and orientation. (Recommendation 4).
- 3113HSL International Tourism and Hotel Destination Development and 3119HSL Ecotourism to be replaced by 2308HSL Destination Management and 2204HSL Sustainable Tourism Theories respectively in order to reduce course duplication issues. The two courses will be offered at both Nathan and Gold Coast Campuses. (Recommendations 6 and 7).
  It was suggested “theories” be removed from the title for 2204HSL.
- 3215HSL Hospitality Service Operations Management renamed to Revenue Management with course description and content modified to identify the course as the ITHM capstone course (Recommendation 8).
  HSL were advised of potential for support from AFE if required. Concern that the title offers no indication of the course’s influence in Hotel Management. It was suggested alternative titles may be Profitability Management or Managing a Profitable Hotel.

Resolution

4.2 The Griffith Business School Board, on the recommendation of the Learning and Teaching Committee (GBS), resolved to ratify the 5-Year Review for the International Tourism and Hotel Management major subject to revised titles for selected courses.

5.0 5 YEAR REVIEW – MASTER OF BUSINESS (#2011/0003566) (Agenda Item 12.0)

5.1 Brad Hill presented the report for the 5 Year Review for the Master of Business.

- A new Research course is to be introduced (Recommendation 1).
  The research course is industry driven with an emphasis on how to do research rather than the theoretical. It was suggested that the Head of Department has an outline for a course previously offered that may be useful.
- In response to student input greater flexibility has been built into the program via an improved elective listing. (Recommendation 2)
- Course titles for several courses have been amended in line with changes to the content (Recommendations 4 – 9)
- Following discussions with industry representatives the program will include a Work Integrated Learning Practicum, open to students with a GPA of 5.5 or higher. (Recommendation 13).

5.2 Concerns were raised as to the apparent lack of consideration of the domestic market and the expansion of the program to Brisbane. It was strongly recommended that the School consider a Master of Business or other appropriate postgraduate offering at Nathan. It was noted the review only considered the last five years. While concerns of the domestic
market were considered, examining better linkages with industry was considered a priority. Research into needs in marketplace.

5.3 The need to ensure there is an articulation from undergraduate study was emphasised. To avoid overlap, mapping is currently underway.

Resolution

5.4 The Griffith Business School Board, on the recommendation of the Learning and Teaching Committee (GBS), resolved to ratify the 5-Year Review subject to the consideration of extending the program to Nathan and suitable research into the needs of the domestic market.

6.0 MAJOR PROGRAM PROPOSAL (#2011/0003585) (Agenda Item 13.0)
5275 MASTER OF PUBLIC ADMINISTRATION

6.1 The Griffith Business School Board on the recommendation of the Learning and Teaching Committee (GBS) (7/2011, 3 August 2011), was asked to consider a proposal to revise the admission requirements, degree requirements and program structure for the Master of Public Administration for semester 1, 2012.

6.2 Concerns were raised about the following:

- 20CP of core courses is not sufficient at this level.
- Provision of the elective lists was broad and did not offer realistic combinations.
- The program structure is very narrow and does not represent a “public administration” focus. The proposal neglects AFE expertise in public sector finance, and does not make use of offerings in the MBA and related programs that address the leadership and management needs of this cohort. It was suggested that consultation with Public Sector managers may be beneficial in reviewing the structure.
- Need to ensure the program is not too focussed on the domestic market and the specifics of Queensland/Australia, and offers a pathway or program which would be attractive to the international market.
- It was suggested a 5 year review of the program is required.

6.3 It was noted graduate outcomes and goals for the program are not required as this is an existing program.

Resolution

6.4 The Griffith Business School Board, on the recommendation of the Learning and Teaching Committee (GBS), resolved that the program to be revised and resubmitted in time for midyear entry.

SECTION B: ACTION UNDER DELEGATED AUTHORITY

7.0 MINOR PROGRAM PROPOSAL (#2011/0003558) (Agenda Item 14.0)
1034/1288/ B BUSINESS 1307/1308 GBS DOUBLE DEGREE (MANAGEMENT MAJOR)
7.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting 1034/1288 Bachelor of Business and 1307/1308 Griffith Business School Double Degrees, as detailed in 2011/0003558, effective Semester 1/2012.

7.2 The submission proposed to change 2005IBA from a ‘year 3’ level course to ‘year 2’. Students appear to be getting confused, believing 2005IBA to be classified as a 3rd year course as per the degree requirements.

Resolution

7.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal 1034/1288 Bachelor of Business and 1307/1308 Griffith Business School Double Degrees, as detailed in 2011/0003558, effective Semester 1/2012.

8.0 MINOR PROGRAM PROPOSAL (#2011/0003559) (Agenda Item 15.0)
1035/1286 BACHELOR OF COMMERCE, 1307/1308 GBS DOUBLE DEGREE (3208AFE)

8.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Bachelor of Commerce and the GBS Double Degree as detailed in 2011/0003559, effective Semester 1, 2012.

8.2 The submission proposed to remove 3208AFE Health Economics from offer for Semester 2, 2012 due to low enrolments. It is expected that the course will be offered again in Semester 2, 2013.

Resolution

8.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Bachelor of Commerce and the GBS Double Degree as detailed in 2011/0003559, effective Semester 1, 2012.

9.0 MINOR PROGRAM PROPOSAL (#2011/0003560) (Agenda Item 16.0)
3187/3181 GRADUATE CERTIFICATE IN BUSINESS_MASTER HUMAN RESOURCE MANAGEMENT PATHWAY

9.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the pathway from the Graduate Certificate in Business to the Master of Human Resource Management, as detailed in 2011/0003560, effective Semester 1, 2012.

9.2 The submission proposed to amend the Graduate Certificate in Business to ensure students have the required discipline knowledge for entry to the upcoming and amended Master of Human Resource Management.

Resolution

9.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal pathway from the Graduate Certificate in Business to the Master of Human Resource Management, as detailed in 2011/0003560, effective Semester 1, 2012.
10.0 MINOR PROGRAM PROPOSAL (#2011/0003561) (Agenda Item 17.0)
5261/5331 MASTER OF HUMAN RESOURCE MANAGEMENT (7003EHR)

10.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Master of Human Resource Management, as detailed in 2011/0003561, effective Semester 1/2012.

10.2 The submission proposed to add a noting to 7003EHR Applied Management to make students aware that the need to meet certain requirements in order to enrol in the course. The notation is to state the following: Entry to this course requires a minimum GPA of 5 and permission from the Program Director/Course Convenor.

Resolution

10.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Master of Human Resource Management, as detailed in 2011/0003561, effective Semester 1/2012.

11.0 MINOR PROGRAM PROPOSAL (#2011/0003562) (Agenda Item 18.0)
3244 GRADUATE CERTIFICATE IN SUSTAINABLE ENTERPRISE (7508GBS)

11.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Graduate Certificate in Sustainable Enterprise, as detailed in 2011/0003562, effective Semester 1, 2012.

11.2 The submission proposed to change the name of 7508GBS from Sustainable Enterprise, Leadership and Change to Managing Sustainable Enterprise, to clearly distinguish this course from 7910EHR Managing Change through Responsible Leadership.

Resolution

11.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Graduate Certificate in Sustainable Enterprise, as detailed in 2011/0003562, effective Semester 1, 2012.

12.0 MINOR PROGRAM PROPOSAL (#2011/0003563) (Agenda Item 19.0)
9210 CONTINUING EDUCATION CERTIFICATE IN BUSINESS (1008ICT)

12.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Continuing Education Certificate in Business, as detailed in 2011/0003563, effective Semester 1/2012.

12.2 The submission proposed to replace 1004MGT Business Information Systems (no longer offered) with 1008ICT Business Informatics to bring the course offerings in line with the courses offered in the GBS degree programs and other related programs in the university.

Resolution

12.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the
Minor Program Proposal affecting the Continuing Education Certificate in Business, as detailed in 2011/0003563, effective Semester 1/2012.

13.0 MINOR PROGRAM PROPOSAL (#2011/0003565) (Agenda Item 20.0)
1035/1286 BACHELOR OF COMMERCE, 1128/1300 BACHELOR OF LAWS/BACHELOR OF COMMERCE (FINANCIAL PLANNING MAJOR)

13.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Bachelor of Commerce and related programs, as detailed in 2011/0003565, effective Semester 1, 2012.

13.2 The submission proposed to add a phrase under the Financial Planning major in the program catalogue relating to Law/Commerce students. Currently there is nothing to indicate that these students do not have to do 2105AFE Introduction to Business Law as in the Finance major, where it is listed. The new notation will state the following: Students undertaking this award major as part of the Law/Commerce combined program are granted exemption from 2105AFE Introduction to Business Law. Students must substitute this course with a 10CP GBS elective at second or third year level.

Resolution

13.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting Bachelor of Commerce and related program, effective Semester 1, 2012.

14.0 MINOR PROGRAM PROPOSAL (#2011/0003568) (Agenda Item 21.0)
1034/1288 BACHELOR OF BUSINESS (3037MKT)

14.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Bachelor of Business as detailed in 2011/0003568, effective Semester 2/2012.

14.2 The submission proposed to withdraw 3037MKT – e-Retailing from the elective list for the Marketing Major.

Resolution

14.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Bachelor of Business as detailed in 2011/0003543, effective Semester 2/2012.

15.0 MINOR PROGRAM PROPOSAL (#2011/0003569 (REVISED)) (Agenda Item 22.0)
1289/1290 BACHELOR OF BUSINESS (HSL CAPSTONE COURSES)

15.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Bachelor of Business, as detailed in 2011/0003569, effective Semester 1, 2013.

15.2 The submission proposed to offer appropriate capstone courses for each major in the program, effective Semester 2, 2013.
Resolution

15.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Bachelor of Business, as detailed in 2011/0003569, effective Semester 1, 2013.

16.0 MINOR PROGRAM PROPOSAL (#2011/0003570) (Agenda Item 23.0)
QIBT ASSOCIATE DEGREE COMMERCE AND BUSINESS (1209HSL)

16.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the QIBT Associate Degree in Commerce and Business as detailed in 2011/0003570, effective Semester 1, 2012.

16.2 The submission proposed to include 1209HSL Introduction to Hotel Management in the Associate Degree of Business and Commerce to bring it in line with the relevant Bachelors degree programs offered at Griffith University.

Resolution

16.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the QIBT Associate Degree in Commerce and Business as detailed in 2011/0003570, effective Semester 1, 2012.

17.0 MINOR PROGRAM PROPOSAL (#2011/0003583) (Agenda Item 24.0)
3244 GRADUATE CERTIFICATE IN SUSTAINABLE ENTERPRISE (ADMISSION)

17.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Graduate Certificate in Sustainable Enterprise as detailed in 2011/0003583, effective Semester 1, 2012.

17.2 The submission proposed to make the admission requirements more suitable for the types of students the program content is designed for.

Resolution

17.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Graduate Certificate in Sustainable Enterprise as detailed in 2011/0003583, effective Semester 1, 2012.

18.0 MINOR PROGRAM PROPOSAL (#2011/0003584) (Agenda Item 25.0)
5158/5159 MASTER OF BUSINESS ADMINISTRATION (7112IBA)

18.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Master of Business Administration as detailed in 2011/0003584, effective Semester 1, 2012.

18.2 The submission proposed to remove the elective course 7112IBA Globalisation and Corporate Social Responsibility from the new structure as it clashes with the new core course 7920IBA Systems Thinking and Sustainability.
Resolution

18.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Master of Business Administration as detailed in 2011/0003584, effective Semester 1, 2012.

19.0 MINOR PROGRAM PROPOSAL (#2011/0003587) (Agenda Item 26.0)
1034/1288 BACHELOR OF BUSINESS (LOGISTICS MINOR)

19.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the Bachelor of Business as detailed in 2011/0003587, effective Semester 1, 2012.

19.2 The submission proposed to remove 3154IBA Logistics and Supply Chain Management Internship from the Logistics minor as this course is only available to students in the Logistics major.

Resolution

19.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the Bachelor of Business as detailed in 2011/0003587, effective Semester 1, 2012.

SECTION C: OTHER RECOMMENDATIONS AND REPORTS
[TO PERSONS/COMMITTEES OTHER THAN THE PARENT COMMITTEE(S)]

SECTION D: MATTERS NOTED, CONSIDERED OR REMAINING UNDER DISCUSSION

20.0 CHAIR’S REPORT (Agenda Item 3.0)

20.1 The Chair noted:
- The university is moving towards a Graduate Diploma for Research to replace the Higher Degree Qualifying program incorporating Research Design and Methods training.
- The review of the workload model is ongoing. Minor changes are projected, combined with GBS performance expectations.
- Glen Kerridge will be attending the first Faculty Board for 2012 to advise of the changes to Workplace Health & Safety matters.
- Most departments have fulfilled their staffing needs, and recruitment is slowing. Sessional staff for 2012 may be recruited, where there is a vacancy or shortfall, and sessional staff who applied in 2011 and have met performance expectations will be re-appointed.

Noted

21.0 PRO VICE CHANCELLOR’S (BUSINESS) REPORT (Agenda Item 4.0)

21.1 The Pro Vice Chancellor (Business) spoke to the following matters:
• Workplace Health and Safety is becoming a major issue. OHS reporting must be part of every Department meeting and Faculty Board.
• A budget meeting is planned for December. GBS will finish strongly, retaining some surplus to offset projected falls in international intake by 12-15%.
• New updated staircase data is now available for the Operation Plan. Retention is still an area of significance. This will be reviewed at the Heads of Department planning day in February. Concerns were raised about the accuracy of the staircase data. It was noted the Research active area is still an area of concern.
• The Research Centres have undergone reviews and all have been renewed.
• Graduations are coming up. It is expected all staff will attend.
• Staff Leave needs to be sorted for the Summer Semesters. Contact details need to be provided in case of flooding again.
• The expression of interest has gone in for the new building at Gold Coast. If the IEF is unsuccessful a Business building is planned for the site, to be completed by 2013.

Noted

22.0 DEAN’S (LEARNING AND TEACHING) REPORT (Agenda Item 5.0)

22.1 The Dean (Learning and Teaching) spoke to the Closing the Loop reports for Bachelor of Commerce and Master of Marketing.

• Both programs were taken through the whole system process with reports prepared by the Program Directors. Different approaches were taken for each program.
• The size of the report is a reflection of the number of courses that met the criteria.
• At this stage there are no radical recommendations to consider.

22.2 All programs will be processed for Semester 2, 2011 with reports to be ready by February 2012.

22.3 Reports will come to the Faculty Board for ratification twice a year (each semester) following approval at the Group Learning and Teaching Committee.

22.4 It was noted there needs to be a review of the Program Directors role to allow sufficient time to process the reports.

22.5 Comment was made that some of the programs require a separate 1st Year Advisor.

Noted

23.0 DEAN’S (RESEARCH) REPORT (Agenda Item 6.0)

23.1 The Dean (Research) did not attend the meeting.

Noted

24.0 DEAN’S (INTERNATIONAL) REPORT (Agenda Item 7.0)

24.1 The Dean (International) did not attend the meeting. A written report was circulated to members prior to the meeting.

Noted

25.0 HEADS OF DEPARTMENT REPORT (Agenda Item 8.0)
25.1 There were no matters to report.

Noted

26.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD (Agenda Item 27.0)

26.1 Griffith Business School Board noted the minutes from the following sub-committees:

- Learning and Teaching Committee, October 2011
- Learning and Teaching Committee, November 2011

Noted

22.0 OTHER BUSINESS

There were no other matters to report.

23.0 FUTURE MEETINGS (Agenda Item 29.0)

23.1 The 1/2012 meeting of the Griffith Business School Board will be held on Friday, 2 March 2012 via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus; Room 1.04, The Chancellery Building (G34), Gold Coast campus; and Room 2.27, Information Services Building (L03), Logan campus.

23.2 The 1/2012 Strategic Forum will be held on Thursday 16 February. The venue for the 1/2012 Griffith Business School Strategic Forum is to be advised.

Noted

Confirmed: ________________________________

(Chair)

Date: ___________________________
DISTRIBUTION LIST

Griffith Business School Board Members
Professor Marie Wilson, Dean (Academic) (Chair)
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)
Professor Chris Auld, Dean (International)
Heads of Departments Directly Associated With the Faculty (ex officio)
Professor Christine Smith, Department of Accounting, Finance and Economics
Associate Professor Michael Barry, Department of Employment Relations and Human Resources
Professor Leong Liew, Department of International Business and Asian Studies
Dr Marie-Louise Fry, Department of Marketing
Dr Robyn Hollander, Department of Politics and Public Policy
Professor James Skinner, Department of Tourism, Leisure, Hotel and Sport Management
Deputy Heads of Departments Directly Associated With the Group (appointed)
Professor Jenny Stewart, Department of Accounting, Finance and Economics
Professor Ross Guest, Department of Accounting, Finance and Economics
Associate Professor Eduardo Roca, Department of Accounting, Finance and Economics
Professor Kate Hutchings, Department of Employment Relations and Human Resources
Dr Peter Tatham, Department of International Business and Asian Studies
Vacant, Department of Marketing
Associate Professor Laura Lawton, Department of Tourism, Leisure, Hotel and Sport Management
Dr Anoop Patiar, Department of Tourism, Leisure, Hotel and Sport Management

Research Centre Representative (appointed)
Professor Beverley Sparks, Director, Centre for Tourism, Sport and Service Innovation
Professor Peter Jordan, Deputy Director, Centre for Work, Organisation and Wellbeing
Professor Patrick Weller, Director, Centre for Governance and Public Policy
Invited (for Audience and Debate)
Ms Kimberley-Cotterell Anderson, Griffith Business School
Ms Lisa Cotterell, Griffith Business School

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