A meeting of the Griffith Business School Board was held on Thursday, 6 October 2005, 10:00am till 1:00pm, in the Council Chamber, Bray Centre, Level 2, Room 2.02, Nathan Campus (N54_2.02).

**MINUTES**

**PRESENT:**

- Professor Michael Powell (Chair)
- Professor Mike Davidson
- Professor Lorelle Frazer
- Professor Liz Fulop
- Professor Ross Guest
- Professor Leong Liew
- Associate Professor Javed Maswood
- Professor Bill Merrilees
- Dr Mark Mourell (Acting Head, Department of Industrial Relations)
- Professor Chew Ng
- Dr Eduardo Roca
- Dr Louis Sanzogni
- Associate Professor Saroja Selvanathan
- Professor Bill Shepherd
- Professor Art Shulman
- Professor Glenda Strachan
- Dr Liz Van Acker
- Ms Amanda Clark (Secretary)

**APOLOGIES:**

- Associate Professor Graham Cuskelley
- Dr Mohammad Tahir
- Professor Kristine Toohey

**1.0 CONFIRMATION OF MINUTES**

1.1 The minutes of the 5/2005 meeting were taken as read and confirmed, subject to the following amendments:

1.1.1 Dr Liz Van Acker was present for the entire meeting;

1.1.2 Professor Eileen Peacock was present by invitation;

1.1.3 Under Item 3.0 Committee Memberships, amend point 3.2 as follows (using bold):

   Members also noted that this was the last meeting that Professor Christine Smith, as **Acting** Pro Vice Chancellor (Business and Law)...

**2.0 MATTERS ARISING FROM PREVIOUS MINUTES**

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

3.0 SPECIAL PURPOSE SUBMISSION

1289/1290 BACHELOR OF BUSINESS (HOTEL, TOURISM, LEISURE AND SPORT)
1034/1287/1288 BACHELOR OF BUSINESS

3.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), was asked to consider a Special Purpose Submission affecting the 1289/1290 Bachelor of Business (Hotel, Tourism, Leisure and Sport) and the 1034/1287/1288 Bachelor of Business programs, as described in 2005/0037324, 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 New Program Submission for revised GBS programs (2005/0007679) stated that “a business law course, 2007PPP Legal Issues for Managers, sits outside the Majors and Minors but must be taken by all Bachelor of Business students at some point in the program”. This was not presented in the program structure. This submission also proposes a minor change to the programs’ structures to correct the requirement for successful completion of the course 2007PPP Legal Issues for Managers (10CP).

3.4 This submission does not change the rationale of the already approved new program offerings, but rather corrects previously approved information and better presents this information in the Program Catalogue for student enrolment purposes.

3.5 In considering the submission, members recommended the following amendments:

3.5.1 In the degree requirements, Option 2, amend the option for students undertaking a second 80CP Major from the list of GBS Majors to indicate that students will be given permission to substitute an elective course offered as part of the second major in order to complete the core requirement, 2007PPP Legal Issues for Managers (10CP);

3.5.2 Include in the degree requirements, under Option 3, provision for students to undertake a major from other Faculties.

Resolution

3.6 The Griffith Business School Board resolved to recommend to Programs Committee a Special Purpose Submission affecting the 1289/1290 Bachelor of Business (Hotel, Tourism, Leisure and Sport) and the 1034/1287/1288 Bachelor of Business programs, as described in 2005/0037324, subject to the amendments specified under point 3.5, for introduction in Semester 1, 2006.
SECTION B: ACTION UNDER DELEGATED AUTHORITY

4.0 DRAFT RESEARCH PLAN 2005-2008, GRIFFITH BUSINESS SCHOOL

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

4.2 The University’s Strategic Plan has identified Griffith as a research-intensive University and has prioritised improvements in research output and research reputation, so as to achieve its aspirations of top 10 status. Changes to the higher education sector, through the Research Quality Framework (RQF) exercise, will change the face of research funding, thus providing the GBS with an opportunity to support the University in meeting its top 10 aspirations (through a top 10 Business School), through a re-focus its research strategy to achieve maximum research impact through high quality publications.

4.3 Key challenges have been identified in order to position the GBS as a research-intensive group in the wider academic context. Such key challenges within a new research environment, include:
   4.3.1 Intensify research concentrations in the GBS;
   4.3.2 Significantly increase external research funding;
   4.3.3 Significantly increase quality research publications and research impacts;
   4.3.4 Overcome the current confusion in responsibilities and accountabilities between Research Centres, Departments, and the Faculty; and
   4.3.5 Significant increases in Honours and Research Higher Degree (RHD) enrolments and PhD completions.

4.4 Arising out of this context, and embracing the Mission, Vision, and core Values of the GBS, members were invited to comment on the draft plan that includes a 9 step Action Plan, commencing on page 4. Five priority areas have been identified that align with the GBS’ strategic goals. The five priority areas include:
   4.4.1 Research Concentration;
   4.4.2 Research Funding;
   4.4.3 Staff Research Development;
   4.4.4 Research Management Across Elements; and
   4.4.5 Research Training and Education.

In support of these priority areas, the Action Plan includes four supporting areas, including:
   4.4.6 Interdisciplinarity;
   4.4.7 Community Engagement;
   4.4.8 Teaching Research Administrative Nexus; and
   4.4.9 Research Commercialisation.

4.5 The division into priority and supporting areas has occurred because of the need to focus on the areas that have been identified as key challenges. The supporting areas are integral to the Plan but can only be achieved if the priority areas are addressed. Each area of the GBS’ Action Plan has an identifiable objective(s), actions to be taken, targets to be achieved, and capacity building requirements where necessary. Those who will be responsible for implementing various parts of the Action Plan have also been identified (see Appendix 2 for acronyms) as well as the date for putting in place the various initiatives, ie when the initiative will be commenced.
4.6 In considering the Plan, members made the following comments and recommendations:

4.6.1 The Emerging Research Strengths specified on page 2 were developed based on previously circulated discussion papers and these issues are argued further on pages 4 and 5 of the Plan. Emerging areas will be built into significant areas and any new emerging areas are to be considered by the Research and Research Training Committee (Griffith Business School) before the release of funding. The Research and Research Training Committee (Griffith Business School) will develop a process;

4.6.2 In relation to the targets specified on page 3 of the Plan, increasing research income and research outputs per full-time staff member are key targets under the RQF;

4.6.3 At this stage, external stakeholder representation will only include the Research and Research Training Committee (Griffith Business School) (refer to Section 1, Research Concentration). Members suggested revisiting the “Action By” and “In Place By” comments made in Section 1;

4.6.4 The Research and Research Training Committee (Griffith Business School) will review the issue of whether a GBS Publication Fellow is able to support and assist all early career researchers across the GBS in increasing quality publications (refer to Section 3, Staff Research Development);

4.6.5 When reviewing Section 5, Research Training and Education of the Plan, members suggested including provision for an internal quality review for PhD candidates, prior to publication, requested at the Department and/or Research Centre level;

4.6.6 In Section 6, Interdisciplinarity, members noted that it was not necessary to establish qualitative Research Centres as this is already provided through the Statistics and Research Design Support (STARDS) model. The Associate Dean, Research and Research Training (Griffith Business School) recommended an internal review of the structure of STARDS be undertaken;

4.6.7 In relation to Section 8, Teaching-Research – Administrative Nexus, members discussed the proposal to develop a teaching-research buy-out policy for all staff that encourages flexible use of research funds to support high quality research and grant applications, but noted that this would be costly in terms of funds and quality, and the implications on the workload model. Under the same section, members discussed the proposal to develop a program to allow research active Heads and executive staff to have mini-sabbaticals of two weeks per semester funded by the GBS. It was recommended a requirement be added that specifies that such staff are responsible for finding replacement staff and that higher duty allowances would not be granted;

4.6.8 Members discussed Section 9 of the Plan, Research Commercialisation in relation to research productivity and some members suggested the section be removed;

4.6.9 The Chair advised that additional staffing requests will be accommodated within the Pro Vice Chancellor’s (Business) budget;

4.6.10 The Griffith Business School Board commended the Associate Dean, Research and Research Training (Griffith Business School) for her work on the draft Research Plan 2005-2008; and
4.6.11 Members noted that Professor Ross Guest will be the Acting Associate Dean, Research and Research Training (Griffith Business School), whilst Professor Liz Fulop is on leave.

Resolution:

4.7 The Griffith Business School Board resolved to approve the draft Research Plan 2005-2008, Griffith Business School, as described in 2005/0037358, subjects to the amendments/comments as outlined in paragraph 4.6 above; and

4.8 Further discussion and revisions as appropriate are to take place within Departments and with the Research and Research Training Committee (Griffith Business School) and that a revised version of the draft Research Plan 2005-2008, Griffith Business School, is to be considered at its next meeting (November).

5.0 2006 CONFERENCE FUNDING GUIDELINES AND APPLICATION FORM, GRIFFITH BUSINESS SCHOOL

5.1 The Griffith Business School Board, on the recommendation of the Research and Research Training Committee (Griffith Business School), was asked to consider the 2006 Conference Funding Guidelines, as described in 2005/0037359, and the 2006 Application for Conference Funding, as described in 2005/0037360, for introduction in 2006.

5.2 The 2006 Conference Funding Guidelines (2005/0037359) sets out who is eligible, and the conditions under which support for conference travel, both internationally and locally, in conjunction with other research funds returned to staff, such as the Institutional Grants Scheme (IGS) for the Department of Education, Science and Training (DEST) publications, is offered. The GBS recognises that Research Centres might also offer conference support that is supported by relevant policies.

5.3 The 2006 Application for Conference Funding (2005/0037369) supports the above Guidelines.

5.4 In considering the documents, members made the following comments:

5.4.1 Senior executives are concerned with the large amount of unspent IGS funds in staff accounts in excess of $1M, given the current budget environment;

5.4.2 There is no increase to conference funding as the GBS provides one of the highest allowances to staff in the University. Staff are held accountable for monies in their research accounts with the exception of early career researchers and first year postgraduate RHD students, resulting in no disadvantage to staff given a proposed 2006 introduction;

5.4.3 The Guidelines are more cognisant to the RQF environment where conference travel is not rewarded and where it is not recognised in the DEST incentive scheme. Staff ought to be publishing as a result of conference attendance. This also provides staff with an opportunity to realise that there is a transition period;

5.4.4 Given the RQF imperative, commencing 1 January 2006 where the requirement is to produce one article per year, these Guidelines are seen as a minimal standard. The GBS should aim for publications in quality journals;

5.4.5 The GBS is under pressure to uphold DEST payments to staff. This will not be done in future for conference papers;

5.4.6 At a recent Griffith Health meeting a new research directions paper was distributed. The paper signified strategies for Institutes within Centres under Griffith Health; and

5.4.7 The GBS appears to be advanced in its research plan preparations.
Resolution:

5.5 The Griffith Business School Board resolved to approve the 2006 Conference Funding Guidelines, as described in 2005/0037359, and the 2006 Application for Conference Funding, as described in 2005/0037360, subject to the comments outlined in paragraph 5.4 above, for introduction in 2006.

6.0 ADVICE OF PROGRAM WITHDRAWAL
5385 MASTER OF INFORMATION SYSTEMS ADVANCED

6.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving an Advice of Program Withdrawal affecting the 5385 Master of Information Systems Advanced, as described in 2005/0037319 (revised GBS/PG 2005/10019), for introduction in Semester 1 2006.

6.2 The program was to be considered under the initial review of postgraduate programs conducted earlier this year, however it was decided to postpone the review, pending the return of the Program Convenor from an overseas marketing visit. Discussions upon his return, and in light of the approval of a new program, Master of Management (Information Systems), have resulted in the recommendation for withdrawal of the above program from offer for Semester 1 2006. The 5435/5436 Master of Management (Information Systems) addresses the needs of the target market as well as the identified international accreditation issues.

Resolution:

6.3 The Griffith Business School Board ratified the Chair’s executive action in approving an Advice of Program Withdrawal affecting the 5385 Master of Information Systems Advanced, as described in 2005/0037319 (revised GBS/PG 2005/10019), for introduction in Semester 1 2006.

7.0 ADVICE OF PROGRAM WITHDRAWAL
5386 MASTER OF STRATEGIC INFORMATION SYSTEMS MANAGEMENT
5387 MASTER OF STRATEGIC INFORMATION SYSTEMS MANAGEMENT WITH HONOURS

7.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving an Advice of Program Withdrawal affecting the 5386 Master of Strategic Information Systems Management and the 5387 Master of Strategic Information Systems Management with Honours, as described in 2005/0037320 (revised GBS/PG 2005/10002), for introduction in Semester 1, 2006.

7.2 A Review Panel was formed from representatives of the GBS with the objective of auditing the above programs. The Review Panel acknowledged the potential of this niche program, however the program in its current form was not considered viable and as a result, will be withdrawn from offer as of Semester 1, 2006. Future opportunities for the continuance of this program in other forms, eg a specialisation within the Master of Management – Innovation and Change, have been noted, and will be further explored by the Department of Management.
Resolution:

7.3 The Griffith Business School Board ratified the Chair’s executive action in approving an Advice of Program Withdrawal affecting the 5386 Master of Strategic Information Systems Management and the 5387 Master of Strategic Information Systems Management with Honours, as described in 2005/0037320 (revised GBS/PG 2005/10002), for introduction in Semester 1, 2006.

8.0 SPECIAL PURPOSE 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

8.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 3138 Graduate Certificate in Management – Innovation and Change, 5375 Master of Management – Innovation and Change, and the 5377 Master of Management with Honours – Innovation and Change, as described in 2005/0037321 (revised GBS/PG 2005/10001), for introduction in Semester 1, 2006.

8.2 The GBS has initiated a review of the viability of the above programs in response to the visions outlined in the University’s Academic Plan, Getting Smarter: Business and Law and the GBS Strategic Plan (2005-2008), and in our pursuit for international accreditation with the Association to Advance Collegiate Schools of Business (AACSB - International) and the European Foundation for Management Development’s Quality Improvement System (EQUIS).

8.3 A Review Panel was formed from representatives of the GBS with the objective of auditing the above programs. The Review Panel acknowledged the potential of this niche program, however expressed concern regarding the lack of coherence of the program in its current form and the program’s viability given the current enrolment figures. It also considered the program’s position in the revised GBS Postgraduate Program Profile, specifically in regards to the introduction of the new Master of Management suite of programs.

8.4 The recommendation of the Review Panel was to suspend enrolments for the program for 2006. During this time it is expected that the Department of Management will initiate an in-house review of the program aimed at developing a coherent structure that will attract greater numbers of students, within the target niche. This also provides the Department with an opportunity to address identified weaknesses and expand the potential of the program through utilising the skills and knowledge of experts within this field.

Resolution:

9.0 SPECIAL PURPOSE SUBMISSION
3174/3175 GRADUATE CERTIFICATE IN COMMERCE
5439/5440 MASTER OF COMMERCE
5441/5442 MASTER OF COMMERCE WITH HONOURS

9.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 3174/3175 Graduate Certificate in Commerce, 5439/5440 Master of Commerce, and the 5441/5442 Master of Commerce with Honours, as described in 2005/0037322 (revised GBS/PG 2005/10005), for introduction in Semester 1 2006.

9.2 The GBS proposes to make a number of changes to the above programs as a result of recommendations and consultations within the Department of Accounting, Finance and Economics to the recently approved new program submission (2005/0038034) approved at the 4/2005 (June) meeting of Programs Committee. In summary the proposed changes include:

9.2.1 Credit transfer amendments;
9.2.2 Amendments to graduate outcomes statement for the Economics specialisation that better reflect the outcomes for students;
9.2.3 Changes to the admission requirements to facilitate a mid-year intake into the Banking and Finance and Professional Accounting specialisations at Nathan Campus only;
9.2.4 Addition, substitution, withdrawal of courses, and change in semester of offer for a number of courses to facilitate the programs learning objectives, better student outcomes, and to accommodate a mid-year intake into set specialisation areas.

Resolution:


10.0 SPECIAL PURPOSE SUBMISSION
3102 GRADUATE CERTIFICATE IN INTERNATIONAL BUSINESS
5311 MASTER OF INTERNATIONAL BUSINESS
5312 MASTER OF INTERNATIONAL BUSINESS WITH HONOURS

10.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 3102 Graduate Certificate in International Business, 5311 Master of International Business, and the 5312 Master of International Business with Honours, as described in 2005/0037323 (revised GBS/PG 2005/10016), for introduction in Semester 1 2006.

10.2 The GBS proposes to make a number of changes to the above suite of programs as a result of further consideration of Task Force recommendations and consultations within the Department of International Business and Graduate School of Management, which affect the recently approved new program submission (2005/0038006) approved at the 4/2005 (June) meeting of Programs Committee. In summary the proposed changes include:
10.2.1 Changes to degree requirements resulting from the Graduate School of Management’s decision to no longer offer 7098GSM Professional Communication Skills;

10.2.2 Withdrawal of 7035GSM International HRM which is to be replaced by 7342MGT International HRM and 7098GSM Professional Communication Skills which is to be replaced by 7028GSM Cross-Cultural Management;

10.2.3 Addition of 7111AFE Accounting as an elective course.

Resolution:

10.3 The Griffith Business School Board ratified the Chair’s executive action in approving a Special Purpose Submission affecting the 3102 Graduate Certificate in International Business, 5311 Master of International Business, and the 5312 Master of International Business with Honours, as described in 2005/0037323 (revised GBS/PG 2005/10016), for introduction in Semester 1 2006.

11.0 SPECIAL PURPOSE SUBMISSION
5448/5449 MASTER OF BUSINESS ADMINISTRATION (PRACTICUM)

11.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 5448/5449 Master of Business Administration (Practicum), as described in 2005/0037326 (revised GBS/PG 2005/10021), for introduction in Semester 1, 2006.

11.2 The GBS proposes to make a number of changes to the above suite of programs as a result of further consideration of Task Force recommendations and consultations within the Graduate School of Management to the recently approved new program submission (2005/0038004) approved at the 4/2005 (June) meeting of Programs Committee. In summary the proposed changes include:

11.2.1 Changes to degree requirements;
11.2.2 Credit transfer amendments;
11.2.3 New courses, withdrawal of courses and amendments to course titles, and increase in credit point value of the 7130GSM Work-integrated Learning course to 40CP.

Resolution:

11.3 The Griffith Business School Board ratified the Chair’s executive action in approving a Special Purpose Submission affecting the 5448/5449 Master of Business Administration (Practicum), as described in 2005/0037326 (revised GBS/PG 2005/10021), for introduction in Semester 1 2006.
12.0 SPECIAL PURPOSE SUBMISSION

3047/3048 GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION
5158/5159 MASTER OF BUSINESS ADMINISTRATION
5164/5165 MASTER OF BUSINESS ADMINISTRATION WITH HONOURS

12.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 3047/3048 Graduate Certificate in Business Administration, 5158/5159 Master of Business Administration, and the 5164/5165 Master of Business Administration with Honours, as described in 2005/0037327 (revised GBS/PG 2005/10020), for introduction in Semester 1, 2006.

12.2 The GBS proposes to make a number of changes to the above suite of programs as a result of further consideration of Task Force recommendations and consultations within the Graduate School of Management to the recently approved new program submission (2005/0038004) approved at the 4/2005 (June) meeting of Programs Committee. In summary the proposed changes include:

12.2.1 Changes to degree requirements;
12.2.2 Changes to admission requirements;
12.2.3 Credit transfer amendments;
12.2.4 New courses, withdrawal of courses, and amendments to course titles.

Resolution:

12.3 The Griffith Business School Board ratified the Chair’s executive action in approving a Special Purpose Submission affecting the 3047/3048 Graduate Certificate in Business Administration, 5158/5159 Master of Business Administration, and the 5164/5165 Master of Business Administration with Honours, as described in 2005/0037327 (revised GBS/PG 2005/10020), for introduction in Semester 1 2006.

13.0 MAJOR CHANGE SUBMISSION

3083 GRADUATE CERTIFICATE IN PUBLIC ADMINISTRATION
5275 MASTER OF PUBLIC ADMINISTRATION
5327 MASTER OF PUBLIC ADMINISTRATION WITH HONOURS

13.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Major Change Submission affecting the 3083 Graduate Certificate in Public Administration, 5275 Master of Public Administration, and the 5327 Master of Public Administration with Honours programs, as described in 2005/0037317 (revised 2005/0038010), for introduction in Semester 1, 2006.

13.2 The Major Change Submission proposes to amend the wording included as part of the credit transfer arrangements and to extend the recognition of study for those students who have successfully completed the Graduate Certificate in Public Sector Leadership program (offered via Open Universities Australia). The revised wording on page 6 of the document is as follows (using bold and strikethrough):

13.2.1 Students who have completed a bachelor’s degree from a recognised university or other tertiary education institution of equivalent standing, with advanced studies in public administration a relevant area, may be granted up to 20CP of credit for courses in the Master of Public Administration.
Students who have completed a Graduate Certificate in Public Sector Leadership through Open Universities Australia are eligible for 40CP in advanced standing towards the Master of Public Administration.

Resolution:

13.3 The Griffith Business School Board ratified the Chair’s executive action in approving a Major Change Submission affecting the 3083 Graduate Certificate in Public Administration, 5275 Master of Public Administration, and the 5327 Master of Public Administration with Honours programs, as described in 2005/0037317 (revised 2005/0038010), for introduction in Semester 1 2006.

14.0 MAJOR CHANGE SUBMISSION
1016 BACHELOR OF ARTS

14.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving a Major Change Submission forwarded by the School of Arts, Media and Culture affecting the GBS hosted programs 1230 Bachelor of Arts/Bachelor of Business and 1229 Bachelor of Arts/Bachelor of Business, as described in 2005/0037800, for introduction in Semester 1 2006.

14.2 The School of Arts, Media and Culture propose to amend the following:

14.2.1 Renaming of two majors – CyberStudies to Digital Writing, Studies in Arts and Creative Industries to Culture, Creativity and Community. The School has taken this opportunity to rebuild its offerings in others areas such as Contemporary Arts, CyberStudies (renamed Digital Writing) and Studies in Arts and Creative Industries (renamed Culture, Creativity and Community). These majors see a large number of courses cut and a smaller number of courses replace them. These new courses are focussed on strengthening the School's offerings investigating new formations of digital technologies (online, mobile phone, wireless, POD casting etc) and traditional and emerging conceptions of creativity and community;

14.2.2 Update the content of a number of courses and rename several courses to better reflect content. The changes have been proposed to:

- Seek to improve student engagement in first year with well-focussed, career-oriented foundational courses in Creative Arts and Communication and third year capstone courses that allow students to network in their chosen areas of specialisation through work-experience and project work. Student engagement is heightened by a number of interdisciplinary courses focused on practical and professional skills such as Communication and Digital Technologies and Communication Practice and Creative Arts Foundations and the 20CP Creative Arts Practice with input from all Creative Arts areas and outputs of student devised performances and presentations;
- The Academic Plan provides an excellent opportunity for the School of Arts to focus on its core business which is Communication and Creativity. In particular, the plans as proposed highlights the School's teaching and research interests in finding digital solutions to creating and engaging communities in a professional context.
Resolution:

14.3 The Griffith Business School Board ratified the Chair’s executive action in approving a Major Change Submission forwarded by the School of Arts, Media and Culture affecting the GBS hosted programs 1230 Bachelor of Arts/Bachelor of Business and 1229 Bachelor of Arts/Bachelor of Business, as described in 2005/0037800, for introduction in Semester 1 2006.

15.0 MINOR CHANGE SUBMISSION 3172/3173 GRADUATE CERTIFICATE IN MANAGEMENT 5435/5436 MASTER OF MANAGEMENT 5437/5438 MASTER OF MANAGEMENT WITH HONOURS

15.1 The Griffith Business School Board, on the executive recommendation of the Associate Dean, Postgraduate Studies (Griffith Business School), was asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 3172/3173 Graduate Certificate in Management, 5435/ 5436 Master of Management, and the 5437/5438 Master of Management with Honours programs, as described in 2005/0037325 (revised GBS/PG 2005/10004), for introduction in Semester 1, 2006.

15.2 The Minor Change Submission seeks to amend the credit transfer wording, and to rename, substitute and add semesters of offer for a number of courses.

Resolution:

15.3 The Griffith Business School Board ratified the Chair’s executive action in approving a Minor Change Submission affecting the 3172/3173 Graduate Certificate in Management, 5435/ 5436 Master of Management, and the 5437/5438 Master of Management with Honours programs, as described in 2005/0037325 (revised GBS/PG 2005/10004), for introduction in Semester 1, 2006.

16.0 MINOR CHANGE SUBMISSION 1291/1292 BACHELOR OF ARTS (POLITICS, ASIAN STUDIES AND INTERNATIONAL RELATIONS)

16.1 The Griffith Business School Board, on the executive recommendation of the Department of Politics and Public Policy, was asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1291/1292 Bachelor of Arts (Politics, Asian Studies and International Relations) program, as described in 2005/0037357, for introduction in Semester 1 2006.

16.2 The Department of Politics and Public Policy propose to amend the course title of 3006PPP Public Finance to 3006PPP The Politics of Finance. The rationale for the name change is that the revised title more accurately reflects the content and intention of the course and clearly outlines to interested students that the course operates from a different perspective compared with accounting courses. Further, in dealing with the politics of government debt, an important series of issues are raised about the operation of international financial capital markets, which are outside the strict purview of “Public Finance”. A reference more generally to finance in the title will more accurately convey a sense of the course to potential students.

16.3 There are no resource implications associated with this name change, as it does not impact upon the major/minor requirements as outlined in the documents prepared by the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School), nor does it affect the Griffith Business School’s Strategic Plan.
Resolution:

16.4 The Griffith Business School Board ratified the Chair’s executive action in approving a Minor Change Submission affecting the 1291/1292 Bachelor of Arts (Politics, Asian Studies and International Relations) program, as described in 2005/0037357, for introduction in Semester 1, 2006.

17.0 PROGRAM CONVENOR CHANGES

17.1 The Griffith Business School Board was asked to ratify the Chair’s executive action in approving the following changes to Program Convenors for introduction in Semester 2, 2005:

17.1.1 3153 Graduate Certificate in Public Sector Leadership/5415 Master of Public Sector Leadership
17.1.2 5410 Executive Master of Public Administration
17.1.3 5379 Master of Management (Research)

Resolution:

17.2 The Griffith Business School Board ratified the Chair’s executive action in approving changes to Program Convenors, as described under point 17.1, for introduction in Semester 2 2005.

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

18.0 CHAIR’S REPORT

18.1 Professor Michael Powell, Pro Vice Chancellor and Dean (Business), provided an oral report at the meeting.

18.2 As noted, the Chair referred to the report, First Year Experience at Griffith University (2005/0035257), prepared by the Centre for the Study of Higher Education (CSHE) at the University of Melbourne that presented findings from a survey of 372 first year students at Griffith. As reported, Griffith is below the national indicators in areas such as accessibility of staff. The Deputy Vice Chancellor (Teaching and Learning) recently emailed staff reminding them of their responsibilities. Increased student complaints affect staff performance and learning and teaching matters. When responding to students, it is important to listen to their complaints and take action as appropriate. Heads, Deputy Heads of Departments, and staff in leadership roles are responsible for ensuring staff fulfil their roles and address student issues. These issues also contribute to learning and teaching performance and are important as they affect such national initiatives as the Learning and Teaching Performance Fund. Griffith reportedly came ahead of the Queensland University of Technology (QUT) (22/35) in the Stage 2 allocation.

18.3 The Chair extended thanks to the Research and Research Training Committee (Griffith Business School) and Heads of Departments for their efforts and time spent in ranking journals. Final rankings will be decided early next week. An RQF preferred model has been formulated by an expert Advisory Committee and Heads of Departments are encouraged to familiarise themselves with the document.
18.4 The new GBS building will be finished early December 2005. The Business Building (N50) renovations are almost complete with expected completion in late November-early December 2005. The naming of N50 (ie Business or GBS) is currently being discussed with the Office for Facilities Management. Additional space at the Gold Coast Campus will be made available in January 2006 for GBS staff. Psychology staff are still located in the middle of the Business Building at the Gold Coast Campus, and on the advice from the Vice Chancellor, the GBS may develop a proposal to change the location of staff. A new building at the Logan Campus is expected to be finished November-December 2005 and will accommodate some new Accounting, Finance and Economics staff and the Office of the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School). There are ongoing claims for additional space to accommodate program offerings enhanced by the pressure of space requirements from Griffith Health at the South Bank Campus to accommodate students in the Master of Public Health program, which currently rotates its facilities between Griffith, the University of Queensland, and the Queensland University of Technology. As it is Griffith’s turn to host the program in 2006, Griffith Health require two-three offices and the Chair reported that he was keen to accommodate their requests at some level to increase activities at the South Bank Campus.

18.5 Responses to the revised Academic Plan are due. There appears to be no additional resources available to achieve the targets and aims set out in the Plan. The Chair requested staff urgently forward their responses directly to him.

18.6 The University's budget was recently approved by Council and according to Council, the GBS has a good budget, however it appears to be quite a tight framework to accommodate staffing and other commitments. A meeting will be held late this week to review matters of concern. Some relief is given in 2007 when the Griffith Law School moves to the Arts, Education and Law Group. The contribution from Commonwealth Grant Scheme (CGS) funding is still quite low. Members are invited to submit comments and the Chair has agreed to follow-up on the Griffith Law School subsidy issue.

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

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

19.2 The Associate Dean, Curriculum, Teaching and Learning (Griffith Business School) is currently working on operationalising changes in line with signature experiences outlined in the Academic Plan. Five Program Directors will be appointed by the end of the week for the revised undergraduate programs. First Year Advisors will also be announced. Workloads have been adjusted to accommodate these additional responsibilities. Teaching relief for Program Directors will be discussed with the relevant individuals and scaled according to program size. Some questions still surround the allocation of workload points and how they relate to staff profiles, including accommodating the University’s definition for research active/threshold/intensive and where RHD student supervision fits into a workload model. Balancing these requirements along with those specified in the Academic Plan, where it is desired that senior staff be involved in more face-to-face teaching, need to be taken into consideration. Both flexibility and prescription is documented in the Academic Work @ Griffith policy. A workload meeting will be held next week and a document circulated to staff for comment. The workload model will be considered at the next (November) Griffith Business School Board meeting.
19.3 Some information sessions about the GBS undergraduate program changes have been held for staff recently with approximately 125 staff in attendance across the three campuses. The GBS Program Planning Guide was introduced at these meetings attracting some issues/concerns expressed by central University elements.

19.4 The University is promoting Summer Semester teaching and the GBS needs to adopt a strategic approach for summer offerings in order to generate good revenue and be market competitive. The Deputy Vice Chancellor (Teaching and Learning) has requested responses to this issue. Additional teaching over the summer period will impact upon the workload model.

19.5 Professor Royce Sadler in consultation with an expert advisor is launching a course renewal project whereby learning objectives, learning assessment, cross campus consistency, and addressing performance issues of students etc, are reviewed. Dr Louis Sanzogni will perform an important role in this project. Some funding will be requested to support the GBS’ model which includes learning assistance support for undergraduate students.

**20.0 ASSOCIATE DEAN, POSTGRADUATE STUDIES’ REPORT**

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

20.2 The GBS Deans recently visited Ontario Colleges in Canada (Community Colleges) to explore the possibility of articulation arrangements to be set up by Griffith International and to build relationships. Unfortunately, GBS staff did not have an opportunity to meet with any students. As the Universities in Canada do not recognise Community Colleges, Griffith is exploring filling this gap.

20.3 The GBS has been conducting some visits to large third year classes, presenting and marketing information on postgraduate study within the GBS.

20.4 Some issues have arisen with program enrolments and advice received from Griffith International. As Griffith International have already made offers to applicants, who have accepted, paid, and are seeking student visas, the GBS is required to honour these offers to continuing only programs. There has been some difficulty communicating with Griffith International on these issues and a transition phase with a closing date is currently being established to manage such offers and enrolments in these programs.

**21.0 ASSOCIATE DEAN, RESEARCH AND RESEARCH TRAINING’S REPORT**

21.1 Professor Liz Fulop, Associate Dean, Research and Research Training (Griffith Business School), provided an oral report at the meeting.

21.2 The Faculty of Education recently underwent a Faculty review where it was identified that people need to focus on a vision. With Education’s merger, they are not quite at this stage. Staff were encouraged to look at a set of questions, which where appropriate, and these questions have been included in GBS materials. Feedback from students confirmed a lack of inclusiveness exists in the research culture of RHD students and Research Centre relationships with elements.

21.3 RQF was discussed at a recent Business and Research Directors rethink. Based on data reviewed, key citation indexes and business does not do well and a submission was made on behalf of a member requesting DEST include BARSD on any business matrix considerations. The efforts of other institutions was also discussed at this forum. Some key concerns included: research concentration and reduction in the number of...
Research Centres omitting cross-Faculty and cross-element Centres; workload model reworks; the definition of research active/intensive/threshold; internal competition not managed well within the new RQF environment; increasing the research performance in business Schools; and accreditation, embracing thoughts about what it does for research.

22.0 DIRECTOR OF INTERNATIONALISATION, COMMERCIALISATION AND COMMUNITY PARTNERSHIPS' REPORT

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

22.2 30 senior business professionals recently attended a Queensland Private Enterprise Centre (QPEC) seminar at the EcoCentre. The format of the function changed this year based on feedback received and included a panel of speakers. In 2006 it is hoped that more interaction with business teachers and leaders occurs.

22.3 During a recent Dean’s visit to promote programs in Scandinavia, Stockholm, and Copenhagen, industry meetings were held with the Copenhagen Business School to explore the possibility of exchange programs for part of a semester.

22.4 There has been some confusion surrounding the changes made to postgraduate programs, especially relating to international applicants. Meetings will be arranged with Griffith International so agents and potential students are informed appropriately on the new GBS programs, credit transfer etc. The Associate Dean, Postgraduate Studies (Griffith Business School), will work with staff on these issues. Work has commenced to mount a strategy promoting the revised Master of Business Administration program.

23.0 DIRECTOR OF QUALITY AND ACCREDITATION’S REPORT

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

23.2 The Director of Quality and Accreditation is currently working on challenging cases of staff qualifications, reviewed as part of international accreditation requirements. Requirements include a professional qualification, at least 10% academically qualified, PhD and research currency, and at least two articles peer reviewed in the last five years. These requirements will also affect how staff are deployed in 2006 with regard to teaching loads. Currently, 90% of income from the GBS is generated from teaching. When the GBS looks at strengthening its research performance, our strong learning and teaching performance and satisfying students learning needs must be maintained. This balance of performance will be noted in the accreditation report. The next accreditation visit will be held on 14-16 March 2006, and members are asked to annotate this important diary date.

23.3 The Head, Department of Accounting, Finance and Economics queried whether local accreditation visits had been completed. Financial Planning advice is due on 5 November 2005. It was also noted that the CPA Australia and Institute of Chartered Accountants in Australia (ICAA) five-year reviews are scheduled for 2006 and the professional bodies need to be notified of our undergraduate program changes. The GBS needs to check to see whether an advice letter has been sent to these professional bodies. Resource issues pertaining to these professional accreditation reviews will be discussed at a later date.
24.0 FIRST YEAR ADVISORS' REPORTS

24.1 The Griffith Business School Board noted that as part of the role of a First Year Advisor and Griffith's commitment to engaging students and improving their first year experience, advisors were required to complete a report/feedback on 2005 orientation activities for consideration by the Griffith Business School Board.

24.2 Members noted that First Year Advisors' reports were not required for the 1147 Bachelor of Arts in Asian and International Studies/Bachelor of Communication and the 1271 Bachelor of Hospitality Management as there were no commencing students (as at Semester 1, 2005).

24.3 The First Year Advisors reports (for all GBS programs), along with an executive summary (2005/0037354), will be forwarded to the Orientation and Engagement Committee for consideration.

25.0 CENTRE FOR THE STUDY OF HIGHER EDUCATION (CSHE) FIRST YEAR EXPERIENCE SURVEY

25.1 The Academic Committee at its 4/2005 meeting considered the report, First Year Experience at Griffith University (2005/0035257), prepared by the Centre for the Study of Higher Education (CSHE) at the University of Melbourne that presented findings from a survey of 372 first year students at Griffith. The University commissioned CSHE to conduct this survey as part of their national survey of students in first year to enable Griffith to compare its data with a national sample. As noted by the Griffith Business School Board, a summary of the conclusions and implications of the survey results can be found from page 48 onwards of the First Year Experience at Griffith University report.

25.2 Members were requested to consider ways in which they might respond to the findings that relate to areas over which they have control, to either the Secretary or the Associate Dean, Curriculum, Teaching and Learning (Griffith Business School).

26.0 COMMUNITY PARTNERSHIPS PROJECT APPLICATIONS

26.1 The Griffith Business School Board noted to promote to colleagues that applications for the 2006 Community Partnership Project funds are sought for projects that enhance the University's engagement with the communities it serves, and builds community understanding of the University's capacity to contribute.

26.2 Applications should be submitted by 21 October 2006 by email to Cathy Wallace, C.Wallace@griffith.edu.au, with a hard copy to follow. Application guidelines and form can be downloaded from the Office for Community Partnerships web site at: http://www3.Griffith.edu.au/01/ocp/.

27.0 UNIVERSITY PRIVACY PLAN

27.1 The Griffith Business School Board noted the revised Privacy Plan, available at the following web address: http://www.griffith.edu.au/ua/aa/vc/pp/.

27.2 Members were requested to encourage staff to familiarise themselves with the amended Privacy Policy.

28.0 WORK INTEGRATED LEARNING SYMPOSIUM
28.1 The Griffith Business School Board noted the invitation from the Deputy Vice Chancellor (Teaching and Learning) to academic and general staff to attend a Work Integrated Learning Symposium, held on Wednesday, 2 November 2005, Club 88, Webb Centre, Queensland College of Art, South Bank. Heads were asked to promote the symposium within their Departments.

29.0 COURSE EVALUATIONS@GRIFFITH

29.1 The Griffith Business School Board noted that the Learning and Teaching Committee may request that all Semester 2 2005 courses are evaluated in line with the Semester 1 2005 requirements to ensure that a sufficient set of historical data is available to support the University’s Learning and Teaching Performance Fund aspirations. It is expected that details will be forwarded in the near future.

29.2 The Dean will circulate correspondence to all GBS staff reminding them of the importance of this data for both the University and the GBS’s international accreditation requirements.

30.0 OTHER BUSINESS

Nil

31.0 NEXT MEETING

31.1 The next meeting of the Griffith Business School Board will be held on Friday, 4 November 2005 (rescheduled from 21 October), 10:00am till 1:00pm (lunch provided at 12:30pm), in the Council Chambers, Bray Centre, Level 2, Room 2.02, Nathan Campus only (N54_2.02).

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

(Chair)

Date: ........................................
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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 Cuskelly, 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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