Griffith Business School seeks to excel as a provider of high quality, cross-disciplinary and internationally relevant business and public policy education and research, emphasising the relationship between business and society in promoting sustainable enterprises and communities.

GRIFFITH UNIVERSITY
GRIFFITH BUSINESS SCHOOL BOARD
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**Significant Committee Events**

- 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.

**Committee QuickPlace Web Address**

- [https://qplace01.domino.griffith.edu.au/QuickPlace/sec-university-committees/PageLibrary4A256D040010D978.nsf?OpenDatabase](https://qplace01.domino.griffith.edu.au/QuickPlace/sec-university-committees/PageLibrary4A256D040010D978.nsf?OpenDatabase). Use the left navigation bar to select the relevant committee site. Username is your staff number preceded by an s and password is the same as your Novell login. Call the Secretary on extension 56408 for advice or if experiencing difficulties.

**DISTRIBUTION LIST**

**Griffith Business School Board Members**

- Professor Bill Shepherd, Dean (Academic) (Chair)
- Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)

**Deans** (appointed by the Group Pro Vice Chancellor)

- Professor Graham Cuskelley, 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
- 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
- Department of Tourism, Leisure, Hotel and Sport Management

**Invited** (for Audience and Debate)

- NIL

**Information Copies**

(without attachments unless stated)

- Group Resource Manager, Business
- Human Resource (HR) Manager, Business
- Marketing Manager, Business
- Business Development Management, Business, Griffith Enterprise
- Communications Officer, Business and Law
- 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
- Client Administration Officers, Student Administration
- Centre Coordinators, Griffith Graduate Research School

**Other Copies**

- Corporate Archives and Records Management copy (attachments)
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- Spare copy
GRIFFITH UNIVERSITY

GRIFFITH BUSINESS SCHOOL BOARD

The 7/2008 meeting of the Griffith Business School Board will be held on Friday, 31 October 2008, from 10:00am till 1:00pm in Room 3.20, Business 2 Building (G27), Gold Coast Campus. A light lunch will be served at approximately 12:30pm.

Kate Rees
Secretary

AGENDA

1.0 APOLOGIES
1.1 Apologies may be recorded by contacting the Secretary on extension 56408, or by emailing K.Rees@griffith.edu.au.

2.0 CONFIRMATION OF MINUTES
2.1 The minutes of the 6/2008 meeting have been circulated.

To be taken as read and confirmed

3.0 MATTERS ARISING FROM PREVIOUS MINUTES
NIL

4.0 CHAIR’S REPORT
4.1 Ms Fiona Taylor, Communications Officer (Business and Law) and Ms Amanda Daniel, Marketing Manager (Business) will report on the following:
   – Update on recent communications
   – Summary of QTAC/UAC figures against competitors
   – Summary of recent marketing campaigns.
4.2 Professor Bill Shepherd, Dean (Academic), GBS and Chair, GBS Board will provide a report at the meeting.

5.0 PRO VICE CHANCELLOR’S (BUSINESS) REPORT
5.1 Professor Michael Powell, Pro Vice Chancellor (Business) will provide a report at the meeting.

6.0 DEAN’S (LEARNING AND TEACHING) REPORT
6.1 Professor Lorelle Frazer, Dean (Learning and Teaching), GBS will provide a report at the meeting.

7.0 DEAN’S (RESEARCH) REPORT
7.1 Professor Graham Cuskelly, Dean (Research), GBS will provide a report at the meeting. Accompanying this report is the following attachment:
   – Attachment 7.1 GBS RHD Applications Outcomes
8.0 DEAN’S (INTERNATIONAL) REPORT

8.1 Professor Chris Auld, Dean (International), GBS will provide a report at the meeting.

ORDERING OF THE AGENDA

At this point in the agenda, members may propose that any matter on the agenda, not included in Section I, be so included.

SECTION I: MATTERS FOR DEBATE AND DECISION

9.0 QUALITY/ACCREDITATION ISSUES

The GBS Board is asked to consider the following quality and/or accreditation issues:

9.1 REPORT ON PROGRESS TOWARDS ACADEMIC PLAN TARGETS

Under Academic Plan 3, each Group is to achieve a reduction in the number of program and courses on offer. Specifically, by 2008:

- To have reached its target for the maximum number of single UG degree programs with an intake of less than 25 EFTSL,
- To have reached its target for the maximum number of coursework PG programs with a total load of less than 20 EFTSL,
- To have achieved a 10% reduction in the number of courses offered by the group compared to 2003,
- To have achieved at least 85% of undergraduate courses are to have an enrolment of at least 10 students and 75% are to have an enrolment of at least 20 students,
- To have achieved at least 70% of postgraduate courses must have an enrolment of at least 10 students.

The preliminary reports on 2008 program and course enrolments are attached for consideration.
- Item 9.1a Report on Progress towards Academic Plan Targets
- Item 9.1b Report on Progress towards Academic Plan targets - undergraduate and postgraduate courses
- Item 9.1c Business Group - Courses that do not meet Learning Goal 2 Targets

For discussion

9.2 REVIEW OF GBS COURSE OFFERINGS

In 2006 the Griffith Business School underwent a revision of enrolments in all GBS courses as part of a reorganisation of its learning and teaching programs. Subsequent to this, it is proposed to review courses offered across multiple campuses and semesters, and identify duplicate course offerings across departments.

The Griffith Business School Board is asked to establish a curriculum review group to examine course offerings at undergraduate (excluding first year and honours courses) and postgraduate level. The aim of the review is to recommend a strategy for streamlining course offerings across the GBS.

For discussion
10.0 DRAFT 2009 BUSINESS GROUP OPERATIONAL PLAN

10.1 The Griffith Business School Board is asked to consider the draft 2009 Business Group Operational Plan. The Operational Plan will be distributed to members by Wednesday 29th October 2008.

10.2 Groups were provided with the University’s Group Operational Planning template, Group Program Profiles, reports on progress towards Academic Plan targets, and other strategic planning indicators, to assist them to develop the Group Operational Plan.

10.3 The Pro Vice Chancellor (Business) will introduce this item. The Deans will speak to their relevant section.

For discussion

11.0 RESEARCH PERFORMANCE REPORTING: A PROXY MEASURE FOR STAFF WORKLOAD RESEARCH CAPACITY

11.1 Current practice in the Griffith Business School is to report Higher Education Research Data Collection (HERDC) data (research income and publications) at both GBS and Department level overall, and by fulltime equivalent (FTE) staff numbers. There was a discussion at the August GBS Board (5/2008) meeting that breaking down research performance (income and publications) by FTE staff numbers was not sufficiently refined to take into account the actual level of research capacity at a Department and GBS level. Research capacity could vary quite substantially within and between Departments, and year by year, depending upon a range of factors but predominantly through variations to standard 40/40/20 research/teaching/service (RT&S) workload allocations and differences in the proportion of FTE staff that are appointed on sessional contracts.

11.2 The suggestion made at GBS Board was that the reporting of research performance ought to be broken down by a measure of research capacity rather than gross FTE staff numbers, particularly at Department level.

11.3 The Research Committee agreed this would be useful information to have in addition to FTE figures. However, in order to measure research capacity, the Dean (Research) office will need to be provided with accurate and regularly updated data on the proportion of each individual staff members’ workload that is allocated to research within each department and agreed by HoDs and/or the Dean (Academic).

11.4 Please refer to the attached background paper for further information.

Recommendation:

11.5 The Griffith Business School Board, on the recommendation of the Research Committee, is asked to approve reporting research performance by research capacity as well as by FTE.

Implication:
Should this recommendation be adopted, the Dean (Research) office will require HoDs to provide accurate research capacity data for each individual staff member on an annual basis.

For discussion

12.0 MEMBERSHIP OF GRIFFITH BUSINESS SCHOOL BOARD

12.1 The membership of the Griffith Business School Board comprises senior academic managers in the GBS. The GBS Board is asked to consider changes to the current
membership to include other appointed academic staff representatives. In addition to the formal membership, these staff would be invited to attend with rights of audience and debate. The Pro Vice Chancellor (Business) will speak to this item.

For discussion

SECTION II: MATTERS REQUIRING RATIFICATION OR EXECUTIVE ACTION

13.0 COURSE OUTLINES

13.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching) and Chair, Griffith Business School Board, is asked to ratify the following Course Outlines for Semester 2 and Summer Semester 2008:

- 2082MKT Corporate Communications and Public Relations (New Course)
- 2084MKT Consumer Psychology (New Course)
- 2090MGT Introduction to Supply Chain Management (New Course)
- 2091MGT Business Communication (New Course)
- 2096MKT Retail Marketing (New Course)
- 2182AFE Financial Accounting (New Course)
- 2182MGT Human Resource Mgt Principles (New Course)
- 2280AFE Investment Planning (New Course)
- 2281AFE Corporate Finance (New Course)
- 3082MKT Strategic International Marketing (New Course)
- 3085MGT Organisational Change (New Course)
- 3088MKT Strategic Marketing Simulation (New Course)
- 3089MKT Franchising & Distribution (New Course)
- 3093HSL Conference and Convention Management (New Course)
- 3184MGT Globalisation and Management (New Course)
- 3282MGT The Reflective Practitioner (New Course)
- 3293HSL Tourism Economics (New Course)
- 7450MGT Developing Values-based Leadership (New Course)

For ratification

14.0 PROGRAM DIRECTOR APPOINTMENT

14.1 The Griffith Business School Board, on the executive recommendation of the Dean, (Learning and Teaching), GBS is asked to ratify the Chair’s executive action in approving the appointment of Dr Anne Tiernan as Program Director for the 3210 Graduate Certificate in Policy Analysis.

For ratification

15.0 SPECIAL PURPOSE SUBMISSION (#2008/0016778)

3202 GRADUATE CERTIFICATE IN RISK MANAGEMENT

15.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Special Purpose Submission affecting the 3202 Graduate Certificate in Risk Management, as detailed in 2008/0016778, effective Semester 1 2009.

15.2 The Griffith Business School (GBS) is proposing to reinstate intake in the 3202 Graduate Certificate in Risk Management, effective Semester 1, 2009. The Graduate Certificate in Risk Management was introduced in Semester 1 2007. This program is offered under the Executive Education portfolio of the GBS, and was offered in conjunction with a third party
provider. The relationship with the industry provider has been discontinued and the GBS will now be the sole provider of courses within the Graduate Certificate in Risk Management.

15.3 Discussions are also underway with the peak body, Risk Management Institute of Australia (RMIA), with the intention being that this body provides Griffith with an endorsement as a preferred provider to deliver the tertiary level award program in Australia in the area of risk management education. Current signals from RMIA give us every reason this will come to pass, based on our presentation of a redesigned program. Griffith University will retain ownership of the intellectual property.

15.4 The program will be offered at the South Bank campus in 2009, and online delivery is planned for 2010. The program may be delivered off-campus at various locations, dependent on demand. The four courses are offered in intensive mode, over a four-day block or in 2x2 day weekend offerings.

15.5 Following the re-instatement of this program, it is proposed to increase the program fee. A new fee band, FPPG18 ($172 per CP in 2008), was created specifically for this program in 2007. The program fee has not increased during this time, with the exception of the annual increase applied to all fee bands. The new fee will be $201.25, subject to relevant approvals.

For ratification

16.0 MINOR CHANGE SUBMISSION (#2008/0016804)

3187/3191 GRADUATE CERTIFICATE IN BUSINESS
5506/5441 MASTER OF COMMERCE (ADVANCED)

16.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 3187/3191 Graduate Certificate in Business and 5506/5441 Master of Commerce (Advanced), as detailed in 2008/0016804, effective Semester 1 2009.

16.2 The course 7906MKT Marketing Management is a core course in the Master of Business Administration program. This course has also been incorporated into the Graduate Certificate in Business program as a foundation course and the Master of Commerce (Advanced) in the Marketing specialisation. This course is currently offered in Semesters 1 and 2 on the Gold Coast and South Bank campuses.

16.3 The Graduate Certificate in Business provides a pathway into various GBS Masters programs for candidates who do not qualify for direct entry. Many of the students in the Graduate Certificate in Business are having difficulties with this course which is aimed at mid-level business professionals. Many students in the Graduate Certificate have little or no work experience. Similar feedback has been received from students in the Master of Commerce (Advanced) who undertook this course for the first time in 2008.

16.4 To alleviate this problem, the Griffith Business School seeks to substitute 7906MKT Marketing Management in the Graduate Certificate in Business & Master of Commerce (Advanced) with 7003MKT Marketing Practice. 7003MKT Marketing Practice is a newly developed course which the Department of Marketing has offered to schedule in both Semesters to accommodate all relevant student cohorts, thereby providing Graduate Certificate in Business and Master of Commerce (Advanced) students with a marketing course more geared towards their level of study.

For ratification
17.0 MINOR CHANGE SUBMISSION (#2008/0016812)

3047/3048 GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION
5158/5159 MASTER OF BUSINESS ADMINISTRATION
5162/5163 MASTER OF BUSINESS ADMINISTRATION (ADVANCED)

17.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 5158/5159 Master of Business Administration program group, as detailed in 2008/0016812, effective Semester 1 2009.

17.2 The Griffith Business School proposes to reduce the semesters of offer for a core course offered in the Master of Business Administration, 7906MKT Marketing Management, from four offerings per year to two offerings per year effective Semester 1, 2009. Currently, the course is offered at both South Bank and Gold Coast campuses in Semesters 1 and 2.

17.3 Considering the current semesters of offer for core courses in the MBA program, the GBS will offer the course at South Bank campus in Semester 1 and Gold Coast campus in Semester 2. This will allow any students enrolling into the MBA program in either semester at either campus the ability to undertake a fulltime load of core courses in their commencing semester as per the program rules.

For ratification

18.0 MINOR CHANGE SUBMISSION (#2008/0016835)

2009 BACHELOR OF BUSINESS WITH HONOURS
2010 BACHELOR OF COMMERCE WITH HONOURS
2019 BACHELOR OF INTERNATIONAL BUSINESS WITH HONOURS
2024 BACHELOR OF LEISURE MANAGEMENT WITH HONOURS
2025 BACHELOR OF ASIAN AND INTERNATIONAL STUDIES WITH HONOURS
2053 BACHELOR OF HOTEL MANAGEMENT WITH HONOURS

18.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the pre-2007 Griffith Business School honours programs, as detailed in 2008/0016835, effective Semester 1 2009.

18.2 The Griffith Business School introduced the 2075/2076/2077 GBS Honours Program in 2007 to incorporate all students completing honours specialisations under one program. As a part of this new degree, GBS coded dissertation courses were created. At the same time the individual degree based honours programs listed in Section 1 of the submission were withdrawn and, as students exited the programs, they were removed from the Program Catalogue.

18.3 As all students in these individual programs have now completed their degrees, the obsolete departmental dissertation codes can now be withdrawn. The specific codes to be withdrawn are: 6002AFE_P1-P4, 6091HSL_P1-P4, 6091BA_P1-P4, 6015IRL_P1-P4, 6015MGT_P1-P4 and 6015PPP_P1-P4.

For ratification

19.0 MAJOR CHANGE SUBMISSION (#2008/0016836)

5275 MASTER OF PUBLIC ADMINISTRATION

19.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Major Change Submission affecting the 5275 Master of Public Administration, as detailed in 2008/0016836, effective Semester 1 2009.
19.2 The Master of Public Administration (MPA) was suspended in the 2008 academic year pending a review by the Department of Politics and Public Policy to re-evaluate its postgraduate offerings with the objective of raising student demand and improving the quality of provision.

19.3 Existing articulation arrangements allow students completing the Graduate Certificate in Public Sector Leadership (offered through Public Sector Management program) and the Graduate Certificate in Policy Analysis to articulate into the Master of Public Administration and receive 40CP advanced standing. These arrangements will continue under the revised structure and completion of the graduate certificates will become the only entry point to the masters program. The remaining 40CP will be research focussed with a specific course on methodology and a major research project component to be delivered in flexible mode.

19.4 The rationale for this change is as follows:

- There is increasing demand from students for a Master of Public Administration (MPA). The revised research-focused program will address the increasing demand from public sector employees who seek to develop advanced skills in methodology and applied research. These skills are considered essential for those who want to advance to senior policy advisory roles in the public sector and more generally. The Advisory Board of the Graduate Certificate in Policy Analysis has supported the proposed MPA as suitable for a logical transitional qualification for developing advanced policy skills.
- In allowing students who have graduated from either the Graduate Certificate in Public Sector Leadership or the Graduate Certificate in Policy Analysis to articulate into the MPA, the proposed MPA will provide an important and logical pathway for potential doctoral candidates.
- The proposed MPA addresses a key priority of the GBS to strengthen its postgraduate profile. This is achieved through the establishment of formal study pathways between Graduate Certificates and Masters programs, and through developing a research-based postgraduate program which helps to profile the GBS as a research-led provider of quality and relevant business education.
- The proposal also supports the University’s Academic Plan 3 target of improving domestic student enrolments by providing distinctive pathways to postgraduate study.

19.5 In line with these changes, the Graduate Certificate in Public Administration (3083) and the Master of Public Administration with Honours (5327) programs will be withdrawn from Semester 1, 2009. There are no students enrolled in the Graduate Certificate in Public Administration (3083). One student is currently enrolled in the Master of Public Administration with Honours (5327) program and is expected to graduate at the end of Semester 2, 2008. A separate submission will be prepared to withdraw these programs.

For ratification

20.0 MAJOR CHANGE SUBMISSION (#2008/0016837) 1289/1290 BACHELOR OF BUSINESS (HOTEL, TOURISM, EVENT, REAL ESTATE & PROPERTY, SPORT)

20.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Major Change Submission affecting the 1289/1290 Bachelor of Business (Hotel, Tourism, Event, Real Estate & Property, Sport), as detailed in 2008/0016837, effective Semester 1 2009.

20.2 The GBS has offered the Bachelor of Business (International Tourism and Hotel Management major) at Nathan campus since Semester 1, 2008. This major has proven to be popular with numbers steadily growing throughout the year. The introduction of an International Tourism and Hotel Management minor at Nathan campus in Semester 1, 2009
would allow business school students to specialise in this area, in addition to majoring in another area. The introduction of this minor would provide students with more choice and would demonstrate a consistency of offerings because all other GBS majors are also offered as minors.

For ratification

21.0 MINOR CHANGE SUBMISSION (#2008/0016839)
3186 GRADUATE CERTIFICATE IN INTERNATIONAL BUSINESS ADMINISTRATION
5457/5458 INTERNATIONAL MASTER OF INTERNATIONAL BUSINESS ADMINISTRATION

21.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 5457/5458 International Master of Business Administration, as detailed in 2008/0016839, effective Semester 1 2009.

21.2 Since the inception of the International MBA program in Semester 1, 2007, the program has enjoyed strong student enrolments. In 2007, the overall student enrolment was 78 whilst in 2008 the overall student enrolment was 90.

21.3 The core course 7918MGT Leadership is currently offered in Semester 2 only. In Semester 2, 2008 the course has an enrolment number of 80. The Griffith Business School is concerned about the difficulty in learning and teaching in this course and the inappropriateness of the high student numbers which are not representative of the expected MBA experience.

21.4 The Griffith Business School (GBS) is very aware of the requirements to maintain excellence and propose that the course be delivered in both Semester 1 and 2 in order to deliver higher learning and teaching outcomes and to ensure the MBA experience is retained. Furthermore, the introduction of this course as an additional Semester 1 offering will provide more choice and flexibility to the student cohort.

For ratification

22.0 MINOR CHANGE SUBMISSION (#2008/0016840)
1291/1292 BACHELOR OF ARTS (POLITICS, ASIAN STUDIES & INTERNATIONAL RELATIONS)

22.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1291/1292 Bachelor of Arts (Politics, Asian Studies & International Relations), as detailed in 2008/0016840, effective Semester 1 2009.

22.2 This submission proposes changes to the Bachelor of Arts (Politics, Asian Studies & International Relations), effective 2009.

22.3 Politics and Government Major: There are no changes to the core component of the major. The following existing courses will be added as electives:

- 2010PPP Introduction to American Politics offered in semester I at Nathan and Gold Coast
- 3002PPP Comparative European Politics offered in semester I at Nathan and Gold Coast
- 3009IBA Politics in Contemporary China offered in semester I at Nathan

Change of offer of the following current elective course:
- 3003PPP Queensland Politics, offered in semester I – on a 2 year rotation – offered 2009 & 2011 etc.

22.4 International Relations Major: There are no changes to the core component of the major. A new elective course will be offered at the Gold Coast, 3008PPP Human Rights in World Politics. This is a new course offering. Additionally, the following current course will be added as an elective:

- 3101PPP Political Practice offered in semester I at Nathan.

For ratification

23.0 MINOR CHANGE SUBMISSION (#2008/0016841)
1034/1288 BACHELOR OF BUSINESS

23.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the Chair’s executive action in approving a Minor Change Submission affecting the 1034/1288 Bachelor of Business, as detailed in 2008/0016841, effective Semester 1 2009.

23.2 This submission proposes changes to the marketing major/minor offered in the Bachelor of Business.

23.3 Adding New Course 3055MKT Green Marketing: The rationale for this new Green Marketing elective course is that it is responding to a contemporary and social need to understand better, consumer demand for green products and the implications of this demand among the marketing system. The course will be offered at both Nathan and Gold Coast in alternate semesters, starting with the Gold Coast in Semester 1 2009 and then Nathan Semester 2, 2009.

23.4 Swapping of Semester Offering for 3007MKT Social Marketing: There are no resource implications of this change. Where possible it was deemed appropriate to offer electives in the Bachelor of Business (Marketing) in different semesters between Nathan and Gold Coast. The rationale is to offer more choice to students if they wish to do a particular elective in a particular semester.

23.5 Withdrawal of 3053MKT Internship from Nathan Campus: Green Marketing 3055MKT replaces 3053MKT Internship as an elective in the Marketing major in 2009. 3053MKT will continue to be offered once a year, alternating between Nathan and Gold Coast as a general elective [within the 30 credit points available as part of the general electives], starting with Gold Coast first semester 2009. In 2010, 3053MKT will be offered at Nathan (second semester).

For ratification

SECTION III: MATTERS FOR NOTING AND WHERE APPROPRIATE, ACCEPTANCE OF RECOMMENDATIONS

24.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD

24.1 The Griffith Business School Board is asked to note the minutes from the following meetings:

24.1.1 Research Committee (GBS), July 2008
24.1.2 Internationalisation Committee (GBS), August 2008
24.1.3 Research Training Sub-Committee (GBS), August 2008
24.1.4 Learning and Teaching Committee (GBS), September 2008.
For noting

25.0 POLICY AND PROCEDURES UPDATES

The Board is advised of the following policy/form updates.

25.1 STUDENT ADMINISTRATION POLICY

http://www62.gu.edu.au/policylibrary.nsf/xmainsearch/e36005dcf74448bd4a256f1e006404e0?open
document

25.2 CLASS TIMETABLING POLICY:

cument

25.3 RESEARCH CENTRES POLICY

document

For noting

26.0 CHANGE TO OPEN ENROLMENT DATES

26.1 The Academic Committee has approved the date for opening of enrolment to be the week following the release of results.

26.2 In 2005 full class enrolment was introduced which allowed students to enrol in all components of their courses at the same time. As part of this implementation investigation was undertaken to ascertain what would be the best time to open enrolment each semester. Benchmarking was done against other universities and the decision was made at that time for students to re-enrol in the week prior to examinations (study week). Full class enrolment also changed the pattern of students’ enrolment behaviour, with students now competing for places in their preferred classes and the process of open enrolment became a significant event in the academic calendar.

For noting

27.0 REVIEW OF THE BLENDED LEARNING FELLOWSHIP SCHEME

27.1 The Academic Committee have rescinded the Griffith Blended Learning Fellowship. Under Academic Plan 3 a commitment has been made to review the Learning and Teaching Grants scheme and the Blended Learning Fellowships to gauge the impact of these activities on the quality of learning and teaching and to inform decision-making and future allocation of funds. The Deputy Vice Chancellor (Academic) has subsequently decided to withdraw the budget allocation for the Blended Learning Fellowships. In future provision will be made for blended learning related projects under the revised Griffith Grants for Learning and Teaching.

For noting

28.0 AUQA REPORT

28.1 The AUQA Report of an Audit of Griffith University has been released. The report is very positive, containing many commendations recognising our achievements and hard work over recent years. It contains 11 ‘Commendations’, 11 ‘Affirmations’ and 8 ‘Recommendations’. 
28.2 Among the Commendations the Audit Panel recognised and endorsed:
- the *Griffith 2015* strategy,
- progress towards improving our quality systems
- the Uni-Reach program
- the Disability Support Services
- the work of the School of Nursing and Midwifery for their transnational Nursing programs offered in Singapore and Japan
- the Succeeding@Griffith program for first year undergraduate students
- the early identification of students at risk and methods for improving undergraduate retention
- the evidence-based approach to academic integrity

28.3 The Affirmations are in areas already identified for improvement arising out of the first AUQA Audit in 2003. Three of the Affirmations are identified as urgent, with the last item below marked for attention before the end of 2008:
- 5. “… to focus on the redevelopment of the Nathan Campus …”
- 8. “… to review English language support …”
- 10. “… to defer the internationalisation of the curriculum audit … and … urges that it focuses on more than recruitment of international students on campus as being the main distinguishing characteristic of internationalisation at Griffith”.

28.4 The small number of Recommendations are in areas not already anticipated, of which one is urgent – that “… the University more clearly defines the distinctive characteristics of the Griffith undergraduate student experience, … communicate the Griffith Graduate attributes to prospective, commencing and enrolled students”.

28.5 Academic Committee will be responsible for ensuring appropriate implementation and action is undertaken within specific time frames.

**For noting**

29.0 INVITATION TO ALL STAFF TO ATTEND CELEBRATING TEACHING EXCELLENCE WEEK EVENTS

29.1 The Pro Vice Chancellor (Learning and Student Outcomes) has invited all Griffith staff to participate in the inaugural Celebrating Teaching Excellence Week. This will be held in study week from 3rd to 7th November 2008.

29.2 Celebrating Teaching Excellence Week provides a dedicated focus on teaching and learning and offers opportunities for Griffith staff to engage in a diverse range of local and University-wide events. Activities focus on current issues in learning and teaching, showcase initiatives and offer opportunities for staff to network and celebrate with colleagues within Faculties, Groups and across the University.


**For noting**

30.0 2009 COMMUNITY PARTNERSHIP GRANT SCHEME

30.1 The Provost, Logan campus has invited applications for grants under the University’s Community Partnership Grants Scheme. Applications 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. The Community Partnership Grants
30.2 Applications close on **7 November 2008**. Enquiries or requests for further information should be directed to Ms Jeanette Soriano on email J.Soriano@griffith.edu.au or Ms Julie McDonald on email Julie.McDonald@griffith.edu.au.

For noting

31.0 INVITATION TO CONSIDER ALTC FELLOWSHIPS, DISCIPLINE SCHOLARS AND GRANTS

31.1 The Pro Vice Chancellor (Learning and Student Outcomes) has advised of three current Australian Learning and Teaching Council (ALTC) Programs inviting applications:

1) **The ALTC Discipline Scholars Program (NEW):** The ALTC is calling for expressions of interest from leading academics to work as Discipline Scholars responsible for progressing the learning and teaching agenda in their own discipline and across disciplines nationally. Successful applicants will have a record of contribution to setting learning and teaching agendas at a national level and a strong interest in supporting the work of others in the discipline, including the development of early career academics.

They are looking for senior people (Level D or E) who are leaders beyond their own discipline, who will have the capacity to negotiated with Deans/PVCs at group level (ie. across the multiple disciplines in those areas), and to provide broad strategic leadership across the discipline. Initially three Discipline Scholars will be appointed for one year in each of the following broad clusters: Arts, Humanities and Social Sciences; Business, Management and Economics and Engineering and Technology. The structure of the appointment is flexible and the first appointments are expected to begin in January 2009

**Closing date for Expressions of Interest: Friday 31 October 2008.**

2) **The ALTC Fellowship Scheme:** The ALTC Fellowship Scheme is comprised of National Teaching Fellowships and Teaching Fellowships. The aim of the Scheme is to advance learning and teaching in higher education by supporting a group of leading educators to undertake strategic, high profile activities in areas of importance to the sector.

**National Teaching Fellows** undertake a significant program of highly strategic fellowship activities equivalent to up to one year of full time engagement. It is anticipated that in most cases National Teaching Fellows will undertake their Fellowship between 1 July 2009 and 31 Dec 2010. Maximum funding available for each National Teaching Fellowship is $350 000.

**Teaching Fellows** undertake a program of activities that address an identified learning and teaching issue within their institution or within a discipline. The one-year period of the fellowship includes three months of full time engagement. It is anticipated that in most cases Teaching Fellows will undertake their Fellowship between 1 July 2009 and 30 June 2010. Maximum funding available for each ALTC Teaching Fellowship is $100 000.

**Closing date for Fellowships: Friday 6 February**

3) **ALTC Grants Scheme:** ALTC offers three Grant Programs. The Program Guidelines and supporting information include instructions for completing and submitting applications, information on what sorts of projects will be funded within that program, the content that must be covered in a proposal, the expected deliverables from projects, the duration and funding limits, and the closing dates for applications. Guidelines for the three grants programs are available at:
http://www.altc.edu.au/carrick/go/home/grants

Closing dates for Expressions of Interest and Full Proposals for the three programs are:

a) Competitive Grants Program - 6 November 2008
b) Leadership for Excellence in Learning and Teaching Program - 19 March 2009
c) Priority Projects Program - 8 April 2009

31.2 Applications from Griffith staff members: Nominations for all ALTC Programs must be supported by the University. Staff interested in applying for any of these ALTC Programs should contact the Secretary of the Educational Excellence Committee at R.Locke@griffith.edu.au to receive details about internal deadlines for processing applications. Staff who are considering applying for a Fellowship in 2010 or 2011 are also invited to register their interest.

31.3 Support for Applicants: To assist you in the development of your application, GIHE offers mentoring support for applicants and formative feedback on draft applications. All enquiries about GIHE support for ALTC programs should be directed to the Manager, Teaching Quality Enhancement at C.Grimmer@griffith.edu.au.

For noting

32.0 INVITATION TO ALL STAFF TO ATTEND THE BLENDED LEARNING SHOWCASE

32.1 The Pro Vice Chancellor (Learning and Student Outcomes) invites all staff to the Blended Learning Showcase, to be held on Tuesday 4th November from 9.30am to 1.40pm in the Auditorium (L06), Logan Campus. As the 4th is Melbourne Cup Day, a special Melbourne Cup lunch and race viewing will be available from 1.40pm.

32.2 Dr Gregor Kennedy from the University of Melbourne will be keynote speaker (http://www.bmu.unimelb.edu.au/staff/gk/index.html). Dr Kennedy's research interests include the use of traditional and emerging technologies for learning. His presentation is titled "Don’t panic! A measured response to University students’ reliance on technology". A brief abstract follows:

It is difficult to ignore the hype surrounding the so-called ‘Net Generation’ of students who are entering the Higher Education system. These ‘Digital Natives’ are claimed to have a natural affinity and literacy with information and communications technologies. This presentation will examine some of the assumptions underpinning the ‘Net Generation’ more closely, using data drawn from two studies being led by the Biomedical Multimedia Unit.

32.3 In addition, the program will also feature: The 2008 Blended Learning Fellows (Debra Bath, Margaret Fletcher and the School of Arts team) who will talk about their projects, which include digital storytelling, learning communities for first year students and improving research outcomes through a research community website. A sharing of practice session where academics (Sarah Prestridge, Wayne Lang, Paul Bates and Alison Ruth) share their practical experiences on vodcasts, tracking student contributions in group work and provide a glimpse at the latest ways of thinking about educational technology. A show and tell from Flexible Learning and Access Services on wikis and discussion forums within Learning@Griffith for collaborative work.

32.4 This event is being held during the inaugural Celebrating Teaching Excellence Week and will provide an excellent opportunity to explore a range of digital communication technologies for enhancing teaching and learning. A tradeshow will also take place at morning tea and lunchtime. Staff who are unable to attend for the whole showcase are welcome to attend the sessions before or after morning tea.
32.5 RSVPs should be forwarded to Kelly Ashenden on x54392 or email K.Ashenden@griffith.edu.au by October 31st, noting special dietary requirements.

For noting

33.0 DRAFT STRATEGIC PLAN 2009-2013

33.1 Council have endorsed a revised Strategic Plan (2009-2013) for consultation within the University community. The draft plan aligns very closely with, and is supported by, the University budget.


33.3 Staff are encouraged to read the draft and to provide comment and feedback on it. The consultation process will close on Friday 07 November. Feedback may be provided by accessing the VCs Blog site which is located at http://www.griffith.edu.au/vcblog

33.4 The draft Strategic Plan gives expression to the University's ambition, already stated in the Griffith 2015 strategy recently endorsed by AUQA, to 'go beyond top 10' and to become one of the leading Universities of the Asia-Pacific region. This will be achieved by:

- building a small number of world class research areas through areas of strategic investment, while supporting all staff, who wish to do so, to be active researchers;
- focussing our campuses on their areas of strength;
- supporting our staff to provide a high quality learning experience for our students; and
- offering our students a distinctive educational experience that supports them to become effective global citizens who are interculturally competent, through curriculum content and through learning experiences such as work integrated learning and opportunities to study overseas.

33.5 The draft Plan represents a significant focusing of strategic objectives to the key essentials, in recognition of the workload on staff.

33.6 An important component of Griffith 2015, and of the draft Strategic Plan, is to localise the ownership of the University's strategic agenda in Schools, Departments and Research Centres. A new tool, the 'Griffith Staircase', will be introduced later this year to support Heads and Directors to engage with the University's, and their Group's, strategic priorities, and to plan and focus activities.

For noting

34.0 TOWARDS 2015 - UNIVERSITY BUDGET 2009-2011

34.1 Council has approved the document "Towards 2015 - University Budget 2009-2011".

34.2 This will be the third budget based on the new budget model introduced for 2007 which seeks to deliver the commitment of the Strategic Plan – to align the budget with the strategic priorities of the University by:

- transparently attending to income and expenses in the distribution mechanism, thereby providing a direct incentive to increase income and/or reduce expenditure, and to increase the return on activities;
- rewarding research and learning performance; and
- providing capacity for strategic investment.
34.3 This budget model is also well suited to the Griffith 2015 agenda. In particular, the model lends itself to funding of areas of strategic investment and underpinning more strongly differentiated campus characteristics.

34.4 The University continues to face an uncertain and competitive external environment. At the Commonwealth government level the principal uncertainties relate to the outcomes of the current national review of higher education (the Bradley Review) and the final shape of ERA. It is expected that the outcomes of both of these developments will be known in time for their impact to be incorporated into the 2010-2012 Budget.

34.5 Staff are encouraged to read the 2009-2011 budget which can be accessed at the following web site:


For noting

35.0 WINNERS OF 2008 GRIFFITH AWARDS FOR EXCELLENCE IN TEACHING AND FACULTY LEARNING AND TEACHING CITATIONS

35.1 The Pro Vice Chancellor (Learning and Student Outcomes) has announced the winners of the 2008 Griffith Awards for Excellence in Teaching and the Faculty Learning and Teaching Citations.

35.2 Many of these recipients will be recognised during local celebratory functions in the Celebrating Teaching Excellence Week (3rd to 7th of November), while the University will acknowledge these inspirational teachers at the Celebrating Teaching Gala Evenings in March 2009.

35.3 Recipients of awards from the Griffith Business School are below:

**GRIFFITH AWARDS FOR EXCELLENCE IN TEACHING**

**Law, Economics, Business and Related Studies**
Dr Ruth McPhail
Department of Management

*Highly Commended*
Associate Professor Martin Griffiths
Department of International Business and Asian Studies

**Honours and Postgraduate Coursework Supervision**

*Highly Commended*
Associate Professor Gayle Jennings
Department of Tourism, Leisure, Hotel and Sport Management

**FACULTY LEARNING AND TEACHING CITATIONS**

Dr Carl Cater
Department of Tourism, Leisure, Hotel and Sport Management

Mr Brett Freudenberg and Dr Mark Brimble
Department of Accounting, Finance and Economics

Dr Debra Grace
Department of Marketing
Dr Carmel Herington  
Department of Marketing

Dr Helen Higgs  
Department of Accounting, Finance and Economics

Dr Kanchana Kariyawasam  
Department of Accounting, Finance and Economics

Dr Kate Shacklock  
Department of Management

Dean’s Commendation

Dr Reza Monem  
Department of Accounting, Finance and Economics

Employment Relations Course Team  
Department of Employment Relations

Dr Cameron Allan, Dr Janis Bailey, Professor Greg Bamber, Dr Michael Barry, Mr Aidan Booker, Ms Angela Bowles, Dr Kaye Broadbent, Mr Craig Cameron, Dr Jillian Cavanagh, Dr Joan Corrie, Mr William Forgan-Smith, Dr Grahame Griffin, Mr Steve Klaassen, Dr Rebecca Loudoun, Dr Ruth McPhail, Ms Alina Mikhno, Dr Greg Mallory, Professor David Peetz, Mr Ben Powell, Ms Cecily Price, Mr Humphrey Roel, Mr Ray Russell, Ms Tully Stewart, Mr Greg Taylor, Dr Elizabeth Todhunter, Ms Andrea Walton, Professor Adrian Wilkinson.

For noting

36.0 OTHER BUSINESS

For noting

37.0 NEXT MEETING

37.1 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.

For noting