1.0 CONFIRMATION OF MINUTES (Agenda Item 2.0)

The minutes of the 5/2010 meeting, having been circulated, were taken as read and confirmed.

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

2.0 ACADEMIC COMMITTEE REVIEW (Agenda Item 15.0)

2.1 The Griffith Business School Board was asked to provide feedback on the Academic Committee Review Report and its recommendations, and on the proposed Implementation Plan 2011-2012 as they relate to Faculty Boards and their interactions with Academic Committee and its sub-committees.

2.2 The Board provided the following feedback:

- Members commented that the revised structure is an improvement to the current structure, but that the review has missed some issues and may have been limited by its terms of reference. Although Academic Committee is a forum for discussion there is no lead in to decisions, and members were concerned about the authority of Academic Committee resolutions and decision making power; the opportunities to initiate agenda items; the flow through of recommendations from the sub-committees; the consultation
processes which underpinned many of these recommendations; and the proposal re the way in which the agenda will be set.

- Some inconsistencies were also raised in relation to membership - for example there is a case for Research Centre Directors to be included - (members were also concerned about the size of the committee and the likelihood that it would still find it difficult to gain a quorum); they queried if membership needs to be further sized up and whether AC was to be a committee or a forum.
- Several members believed that the VC should be the Chair of the Committee, especially if the DVC(A) is to chair L&T. It was also mentioned that the same people tend to sit on all committees.
- Members also asked if the review was benchmarked against other institutions - did we look at other models?

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<thead>
<tr>
<th>Action item</th>
<th>Responsible Officer/s</th>
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<tr>
<td>Forward Group Board feedback on the Academic Committee Review Report and its recommendations, and on the proposed Implementation Plan 2011-2012 as they relate to Faculty Boards and their interactions with Academic Committee and its sub-committees</td>
<td>Secretary (action taken)</td>
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**SECTION B: ACTION UNDER DELEGATED AUTHORITY**

3.0 COURSE PROFILES (*Agenda Item 17.0*)

3.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching) and Chair, Griffith Business School Board, was asked to ratify the course profile for 7212PPP Intergovernmental Relations, Semester 2 2010.

**Resolution**

3.2 On the executive recommendation of the Dean (Learning and Teaching) and Chair, the Griffith Business School Board resolved to ratify the course profile for 7212PPP Intergovernmental Relations, Semester 2 2010.

4.0 PROGRAM DIRECTOR APPOINTMENT (*Agenda Item 18.0*)

4.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), is asked to ratify the appointment of Dr Peter Tatham as Program Director for the 3229 Graduate Certificate in Logistics and Supply Chain Management.

**Resolution**

4.2 On the executive recommendation of the Dean (Learning and Teaching) and Chair, the Griffith Business School Board resolved to ratify the appointment of Dr Peter Tatham as Program Director for the 3229 Graduate Certificate in Logistics and Supply Chain Management.

5.0 MINOR PROGRAM PROPOSAL (#2010/0010551) (*Agenda Item 19.0*)

5.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the 1347 Bachelor of Business (Applied), effective Trimester 1 2011.
5.2 The submission proposed to withdraw 1182AFE Accounting for Decision Making from offer at Logan due to low enrolments. Students will be required to complete 1181AFE Accounting Principles.

Resolution

5.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the 1347 Bachelor of Business (Applied), effective Trimester 1 2011.

6.0 MAJOR PROGRAM PROPOSAL (#2010/0010556) (Agenda Item 20.0)
5439/5440 MASTER OF COMMERCE

6.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Major Program Proposal affecting the 5439/5440 Master of Commerce, effective Semester 1 2011.

6.2 The submission proposed to change the structure of the core of the Applied Finance specialisation from 40CP-50CP. Minor changes were made to the course offerings for 7203AFE Corporate Financial Risk Management and 7240AFE Issues in Advanced Corporate Finance.

Resolution

6.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Major Program Proposal affecting the 5439/5440 Master of Commerce, effective Semester 1 2011.

7.0 MINOR PROGRAM PROPOSAL (#2010/0010557) (Agenda Item 21.0)
1034/1288 BACHELOR OF BUSINESS

7.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the 1034/1288 Bachelor of Business, effective Semester 1 2011.

7.2 The submission proposed to withdraw the Semester 1 offering of 2007EHR Labour Market Issues. The course will only be offered in Semester 2.

Resolution

7.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the 1034/1288 Bachelor of Business, effective Semester 1 2011.

8.0 MINOR PROGRAM PROPOSAL (#2010/0010558) (Agenda Item 22.0)
BACHELOR OF POLITICS, ASIAN STUDIES AND INTERNATIONAL RELATIONS

8.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the 1291 Bachelor of Politics, Asian Studies and International Relations, effective Semester 1 2011.
8.2 The submission proposed to withdraw the Semester 1 offerings of 2004IBA Family, Gender & Sexuality in Asian Societies and 2015IBA Communicating Across Cultures in Asian and Australia in 2011.

Resolution

8.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the 1291 Bachelor of Politics, Asian Studies and International Relations, effective Semester 1 2011.

9.0 MAJOR PROGRAM PROPOSAL (#2010/0010559) (Agenda Item 23.0)

1289/1290 BACHELOR OF BUSINESS (HOTEL, TOURISM, EVENT, REAL ESTATE & PROPERTY, SPORT)

9.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Major Program Proposal affecting the 1289/1290 Bachelor of Business (Hotel, Tourism, Event, Real Estate and Property, Sport), effective Semester 1 2011.

9.2 The submission implements major changes approved under the five year review of the program.

Resolution

9.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Major Program Proposal affecting the 1289/1290 Bachelor of Business (Hotel, Tourism, Event, Real Estate and Property, Sport), effective Semester 1 2011.

10.0 MINOR PROGRAM PROPOSAL (#2010/0010561) (Agenda Item 24.0)

5158/5159 MASTER OF BUSINESS ADMINISTRATION

10.1 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, was asked to ratify a Minor Program Proposal affecting the 5158/5159 Master of Business Administration program suite, effective Semester 1 2011.

10.2 The submission proposed to withdraw the core course 7908MKT Understanding Data for Decision Making. This will be replaced by 7908IBA Business Intelligence.

Resolution

10.3 The Griffith Business School Board, on the executive recommendation of the Dean (Learning and Teaching), on behalf of the Chair, Griffith Business School Board, resolved to ratify the Minor Program Proposal affecting the 5158/5159 Master of Business Administration program suite, effective Semester 1 2011.

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
1.0 CHAIR’S REPORT (Agenda Item 3.0)

1.1 The Communications Officer (GBS) spoke to a written report.

Noted

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

2.1 The Pro Vice Chancellor (Business) reported on the following matters:

- QTAC/UAC application statistics for 2011 have increased by 35% overall – the biggest increase being the double degree programs.
- SET & SEC results show a significant improvement, however it is important to keep pushing the initiatives to maintain movement from neutral responses to upper-scale responses.
- The GBS received the “Best Health & Safety Initiative” award at the Griffith Safe & Well Recognition Awards for its defensive driving course.
- There are some concerns regarding international student number projections due to new visa restrictions, market impressions of studying in Australia, and we have yet to see the impact resulting from changes to the AQF.
- The GBS has been approached to consider two new initiatives which may broaden its teaching portfolio to include OUA (Bachelor of Business), and offshore in Singapore (Bachelor of Business HTERPS).

Noted

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

3.1 The Dean (Learning and Teaching) spoke to a written report.

Noted

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

1.1 The Dean (Research) spoke to a written report.

Noted

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

2.1 The Dean (International) spoke to a written report.

Noted

3.0 HEADS OF DEPARTMENT REPORT (Agenda Item 8.0)

3.1 The Head, Department of Employment Relations and Human Resources, spoke to a written report on An Integrated Honours Strategy for the GBS.

3.2 Members discussed how to identify top students early to start engaging for Honours study. It was suggested that the top students in each course could receive a congratulatory letter from the Dean (Academic). Broader engagement initiatives in the form of opportunities for exchange, Golden Key, etc, were also seen as important.
3.3 It was suggested that these sorts of issues be incorporated into the position description for the new Honours Coordinator role, to be sized and supported appropriately. An analysis of current recognition and promotional activities would need to occur to identify further opportunities.

Noted

11.0 GRIFFITH GRADUATE RESEARCH SCHOOL PRESENTATION (Agenda Item 9.0)

11.1 Ms Rita Wockner, Acting Candidature Coordinator and Ms Vicky Kristoffersen, Griffith Graduate Research School attended the meeting to discuss:

- Changes in business processes for the end of year Scholarship Round,
- Changes in the Supervisor Accreditation policy and the professional development and engagement modules proposed for supervisors and HDR convenors,
- Graduate Attributes for HDR students,
- Pathways into HDR programs and coursework during HDR programs.

Noted

12.0 OPERATION PROGRAM FOCUS (Agenda Item 10.0)

12.1 The Griffith Business School Board was asked to consider and provide feedback on the Operation Program Focus Review Report. The Dean (Academic) introduced the item, and highlighted some of the report's key recommendations before seeking feedback from members.

12.2 Members provided the following feedback:

- Ongoing scheduling issues (eg. night lectures) are a concern and should be embedded in the report recommendations. It was suggested that the current day/night biennial rotation could be moved to a 3-year rotation. The idea of splitting courses was also raised as a possible solution, although the cost impact would need to be considered.
- Some concern was expressed in relation to marking and minimising the use of mid-semester exams, and it was commented that increasing essays instead of exams would likely result in increased workload. Diversity between disciplines also drives the need to be able to tailor assessments to the discipline.
- Members discussed the issue of ‘survey fatigue’ and the possible impact on survey results, and it was suggested that for large courses a sample could be selected to survey rather than the whole group, or a class speaker could be nominated to represent the group.

12.3 The Dean (Academic) invited members to mark up and forward any further feedback or changes to the document, and these would be incorporated in to the implementation plan to be discussed in detail at a future meeting.

Noted

13.0 DRAFT BUSINESS GROUP 2011 OPERATIONAL PLAN (Agenda Item 11.0)

13.1 The Griffith Business School Board was asked to consider the Business Group 2011 Operational Plan. The Pro Vice Chancellor (Business) introduced the item, informing
members that the plan included several strategies aimed at increasing staffing numbers and reversing the 2010 drop in domestic student numbers.

13.2 Members provided the following feedback:

- Staff engagement should be included in the plan.
- The Learning and Teaching section maintains the focus of last year’s plan but needs to address the issue of ability diversity – top students need to be challenged without alienating students at the bottom end. It was suggested that in a similar style to postgraduate programs with advanced streams based on qualifications and experience, an Honours stream running parallel to the standard undergraduate program could be offered to suitable students earlier in the program, without excluding students who decide to undertake Honours later.
- It was suggested that areas of accountability be reviewed in the areas of Research and Learning & Teaching to ensure that key players are captured.
- In light of the changes to the Amber Risk Assessment it was suggested that the strategy for at-risk students be reviewed.

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<th>Action item</th>
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<tr>
<td>Incorporate feedback to the Business Group 2011 Operational Plan and circulate final document to members.</td>
<td>Executive Manager, GBS (action taken)</td>
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14.0 FIVE YEAR PROGRAM REVIEW (Agenda Item 12.0)

1035/1286/1336/1337 BACHELOR OF COMMERCE (ACCOUNTING)
5439/5440 MASTER OF COMMERCE (ACCOUNTING)

14.1 The Griffith Business School Board, on the recommendation of the October Learning and Teaching Committee (GBS), was asked to consider the recommendations outlined in the Accounting Five Year Program Review Report.

14.2 Members provided the following feedback:

- Recommendation 6.1 regarding a restructure of the MCom program in order to better align with the CPA program was strongly encouraged.
- Recommendation 5.3 was questioned as to why further review was required, and was suggested to be moved under current recommendations.
- Recommendation 4.6 was clarified in that the course will be split into Business and Commerce groups at the end of the course, with Accounting-specific examples and exam questions provided to the Commerce students.

Resolution

14.3 The Griffith Business School Board, on the recommendation of the October Learning and Teaching Committee (GBS), resolved to approve the recommendations outlined in the Accounting Five Year Program Review Report.

15.0 PROGRAM CONCEPT PROPOSALS – OFFSHORE PROGRAMS (Agenda Item 13.0)

BACHELOR OF BUSINESS (EVENT MANAGEMENT) & (SPORT MANAGEMENT)
MASTER OF BUSINESS (INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT)
15.1 The Griffith Business School Board was asked to consider two Program Concept Proposals to offer the Bachelor of Business and Master of Business programs in Singapore.

15.2 The Bachelor of Business proposal related to the offering of top-up degrees in Event Management and Sport Management. GBS would offer 12 courses (120CP) over 3 semesters to top-up previous qualifications in business, event and sport management.

15.3 The Master of Business proposal related to the offering of a degree leading to the award of a Master of Business (International Tourism and Hospitality Management). GBS would offer all 8 courses that comprise the standard onshore program offering over 2 semesters.

15.4 Members provided the following feedback:

- The Board acknowledged the Singapore Institute of Management’s strong reputation for high-quality programs, and recognised offshore offerings as a good method of diversifying income streams.
- Some concern was expressed regarding resourcing implications and the need to carefully consider in-load and above-load teaching commitments to avoid ‘offshore fatigue’, however it was also noted that the GBS has been teaching in Hong Kong for long enough to use that experience.
- It was also felt that more consideration should be given to the impact of offshore teaching commitments on staff performance, and more specifically research performance, as some staff may use offshore teaching commitments as an excuse to avoid research commitments. It was suggested that staff should be considered research-active before being able to teach offshore.

Resolution

15.5 The Griffith Business School Board resolved to approve the Program Concept Proposals to offer the Bachelor of Business and Master of Business programs in Singapore for inclusion in the Group’s 2012 Program Profile Plan.

16.0 EXPRESSION OF INTEREST

BACHELOR OF BUSINESS (OPEN UNIVERSITIES AUSTRALIA)

16.1 The Griffith Business School Board was asked to consider an invitation for Expressions of Interest to offer a Bachelor of Business through Open Universities Australia, following a decision by Monash University to discontinue offering the Bachelor of Business Studies at the end of the Open Universities Australia (OUA) Academic Year 2011.

16.2 The Pro Vice Chancellor (Business) introduced the item and outlined Monash’s reasons for withdrawing their OUA offering, including changes to their budget model affecting revenue, and moving to a better fit of the Go8 profile. It was noted that the GBS would require confirmation that the budget model would not change if the EOI was to be successful.

16.3 It was acknowledged that developing the Bachelor of Business for offer via OUA would be a major initiative by the GBS, and would require the recruitment of staff and substantial online resource development. However, given the expected decline in international student numbers and resulting income loss, this new revenue stream could be very useful. The introduction of an OUA offering would also build the Group’s expertise in a growing online environment, an area in which we are currently limited.

16.4 Members provided feedback in relation to online development costs, and it was noted that these costs may not be so great due to gains already made with Learning@Griffith and other online resources. Although some concerns were expressed in relation to regional students
accessing Lecture Capture and other systems requiring high-speed internet, it was reported that approximately 90% of OUA students come from urban areas. Clarification regarding whether Griffith or OUA would cover the cost of running exams in regional centres.

Resolution

16.5 The Griffith Business School Board resolved to approve the submission of an Expression of Interest to offer a Bachelor of Business through Open Universities Australia.

17.0 PROPOSAL TO REVISE THE GBS STRATEGIC RESEARCH PROGRAM (Agenda Item 16.0)

17.1 The Griffith Business School Board was asked to consider a briefing paper proposing revisions to the GBS Strategic Research Program.

17.2 The GBS has operated a Strategic Research Program (SRP), initiated in 2006. The purpose of the SRP is "to encourage research concentration and new research programs that will create a significant research profile for the Griffith Business School." SRPs supported are: Asia Pacific Business Economics (now located within GAI), Sustainable Business (now located within APCSE) and Health Management (not aligned with a Research or Academic Centre). As part of the planning and budgeting cycle, it was proposed that the SRP be rebranded and revised, and that an EOI process be adopted.

17.3 Members were generally supportive of the revisions. The only concerns raised were to not make eligibility too restrictive. It was felt that the current criteria were too prescriptive regarding members.

Resolution

17.4 The Griffith Business School Board resolved to approve the proposed revisions to the GBS Strategic Research Program.

18.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD (Agenda Item 25.0)

18.1 The Griffith Business School Board was asked to note the minutes from the following sub-committees:

- Research and Research Education Committee (4/2010)
- Internationalisation Committee (3/2010)
- Learning and Teaching Committee (September 2010)

Noted

19.0 CELEBRATING TEACHING GALA EVENINGS (Agenda Item 26.0)

19.1 The Griffith Business School Board was asked to note the dates for the University's Celebrating Teaching Gala Evenings in November.

Noted

20.0 COURSE PROFILES TRAINING - OPPORTUNITY TO REQUEST SCHOOL SESSIONS (Agenda Item 27.0)

20.1 The Griffith Business School Board was asked to note that Course Convenors will be able to access the course profiles for Semester 1 2011 on Wednesday 24 November 2010.
20.2 Members were provided with information regarding the range of available training opportunities.

Noted

21.0 OTHER BUSINESS (Agenda Item 28.0)

21.1 There were no other matters to report.

Noted

22.0 NEXT MEETING (Agenda Item 29.0)

22.1 The next meeting of the Griffith Business School Board will be held on Friday, 19 November 2010 via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus, and Room 1.04, The Chancellery Building (G34), Gold Coast campus.

Noted

Confirmed: ____________________________

(Chair)

Date: ____________________________
DISTRIBUTION LIST

**Griffith Business School Board Members**

Professor Marie Wilson, Dean (Academic) (Chair)
Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)
Deans (appointed by the Group Pro Vice Chancellor)
Professor Graham Cuskelly, Dean (Research)
Dr Robyn Hollander, Acting Dean (Learning and Teaching)
Professor Chris Auld, Dean (International)

**Heads of Departments Directly Associated With the Faculty (ex officio)**

Professor Christine Smith, Department of Accounting, Finance and Economics
Associate Professor Michael Barry, Department of Employment Relations and Human Resources
Professor Leong Liew, Department of International Business and Asian Studies
Professor Andrew McAuley, Department of Marketing
Professor Ciaran O'Faircheallaigh, Department of Politics and Public Policy (Acting)
Professor Kristine Toohey, Department of Tourism, Leisure, Hotel and Sport Management

**Deputy Heads of Departments Directly Associated With the Group (appointed)**

Professor Jenny Stewart, Department of Accounting, Finance and Economics
Professor Tony Makin, Department of Accounting, Finance and Economics (Acting)
Associate Professor Eduardo Roca, Department of Accounting, Finance and Economics (Acting)
Professor Kate Hutchings, Department of Employment Relations and Human Resources
Vacant, Department of Marketing

Associate Professor Simone Fullagar, Department of Tourism, Leisure, Hotel and Sport Management
Associate Professor Laura Lawton, Department of Tourism, Leisure, Hotel and Sport Management

**Research Centre Representative (appointed)**
Professor Beverley Sparks, Director, Centre for Tourism, Sport and Service Innovation
Professor Peter Jordan, Deputy Director, Centre for Work, Organisation and Wellbeing

**Invited (for Audience and Debate)**
NIL

**Information Copies**
(without attachments unless stated)

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Group Resource Manager, Business
Human Resource 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 Manger to the Pro Vice Chancellor (Business)
Credit Transfer and Articulations Manager, Student Administration
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