The 6/2012 meeting of the Griffith Business School Board was held on Friday, 14 September 2012, from 9:30am – 12:00pm via videoconference in Room -1.18, Business 2 Building (N72), Nathan campus and Room 1.04, The Chancellery Building (G34), Gold Coast campus.

PRESENT:

Professor Marie Wilson (Chair)
Professor Graham Cuskelly
Professor Lorelle Frazer
Professor Beverley Sparks
Professor Christine Smith
Associate Professor Martin Griffiths
Professor Leong Liew
Professor Evan Douglas
Professor Peter Best
Associate Professor Charles Qu
Professor Glenda Strachan
Dr Campbell Fraser
Ms Kimberley Cotterell-Anderson
Ms Lisa Cotterell
Ms Kate Rees (Secretary)

Present by Invitation (for items 10.0, 11.0 and 14.0)
Mr Ken Greedy and Ms Ailsa Sutton
Ms Linda O’Brien
Professor Kate Hutchings

APOLOGIES:

Professor Michael Powell
Professor Chris Auld
Professor Andrew O’Neill
Professor Jason Sharman
Professor Peter Jordan
Professor James Skinner
Associate Professor Eduardo Roca
Associate Professor Laura Lawton
Associate Professor Michael Barry
Dr Anoop Patiar
Dr Peter Tatham

1.0 CONFIRMATION OF MINUTES

1.1 The minutes of the 5/2012 meeting, having been circulated, were taken as read and confirmed.

2.0 COMMITTEE MEMBERSHIP

2.1 Members noted that, as a result of other commitments, Professor Ross Guest had attended his last meeting as Discipline Head, Economics for 2012. Members expressed their thanks to Professor Guest for his contributions to the work of the Board.

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

NIL

SECTION B: ACTION UNDER DELEGATED AUTHORITY

The Griffith Business School Board resolved to ratify the following executive approvals:

3.0 NEW PROGRAM PROPOSAL (#2012/0012071)
1388 BACHELOR OF ASIAN STUDIES

3.1 New Program Proposal affecting the 1388 Bachelor of Asian Studies, as detailed in #2012/0012071, effective Semester 1, 2013.
3.2 In 2010, the Department of Politics and Public Policy underwent an external review. As a result of the review, major changes were proposed to the Bachelor of Politics, Asian Studies and International Relations; it was decided to split the program, integrating the Politics and Government and International Relations programs and offering Asian Studies as a separate program.

4.0 MAJOR CHANGE SUBMISSION (2012/0012077)  
1289 BACHELOR OF BUSINESS (ITHM) FIVE YEAR REVIEW

4.1 Major Change Proposal affecting the 1289 Bachelor of Business (International Tourism & Hotel Management), as detailed in #2012/0012077, effective Semester 1, 2013.

4.2 The ITHM major was subjected to a five year review in 2011 as per the University’s Program Planning, Development, Approval and Review Process. The purpose of the review was to ensure continuous improvement in learning and teaching. More specifically, it aims to advance Griffith University’s mission by satisfying the needs of major stakeholders (i.e., students, employers and the community), providing students with up to date knowledge and skills that align with the needs of the industry, and promoting lifelong learning. This proposal outlines the relevant program changes.

5.0 MINOR CHANGE SUBMISSION (#2012/0012081)  
5211 MASTER OF ASIAN STUDIES  
5388 MASTER OF INTERNATIONAL RELATIONS

5.1 Minor Change Submission affecting the 5211 Master of Asian Studies and 5388 Master of International Relations, as detailed in #2012/0012081, effective Semester 1, 2013.

5.2 It is proposed to make the following changes to the Graduate Certificate/Master of Asian Studies and Graduate Certificate/Master of International Relations:

- Introduce a new elective course, 7034GIR Independent Project to provide students with the opportunity to complete either an internship or short course/exchange opportunity.

- The elective course 7016GIR Religion, Politics and Globalisation is currently offered in Semester 2. From 2013, it will be offered in semester 1 to rectify an imbalance in available course offerings across semesters.

6.0 MINOR CHANGE SUBMISSION (#2012/0012087)  
1314 BACHELOR OF BUSINESS (HONG KONG)

6.1 Minor Change Proposal affecting the 1314 Bachelor of Business (Hong Kong), as detailed in #2012/0012087, effective Semester 1, 2013.

6.2 The Griffith Business School has undertaken a review of its undergraduate courses and identified instances where duplicate courses are offered across various disciplines. It is proposed to reduce this overlap by either withdrawing the duplicate course or by alternating the delivery of the courses by semester or campus. It is proposed to withdraw 3096HSL Human Resource Management in Hotels will be withdrawn and replaced with the existing course 3295HSL Hotel Service Operations Management in the Hotel Management major.

6.3 The Management major offered in the onshore Bachelor of Business programs has been restructured. To more closely align the on-shore and off-shore majors, it is proposed to withdraw the course 3097EHR Organisational Structure and Design from the Hong Kong Management major. It will be replaced with the existing on campus course Applied Strategic Organisational Change. This is a new course for the off-shore program (3092EHR).
7.0 **MINOR CHANGE SUBMISSION (#2012/0012088)**  
1288/1034 BACHELOR OF BUSINESS

7.1 Minor Change Proposal affecting the 1288/1034 Bachelor of Business, as detailed in #2012/0012088, effective Semester 1, 2013.

7.2 The Griffith Business School has undertaken a review of its undergraduate courses and identified instances where duplicate courses are offered across various disciplines. It is proposed to reduce this overlap by either withdrawing the duplicate course or by alternating the delivery of the courses by semester or campus. The following changes are proposed:

- 3004IBA Inter-Cultural Management (offered Nathan and Gold Coast) and 3120HSL Managing Culturally Diverse Workplaces (offered Nathan) will be cross-listed in the Management and International Management majors for 2013 and 2014. 3004IBA is a core course in the International Management major and an elective in the Management major. 3120HSL will be last offered in 2014. From 2015, all students will complete 3004IBA.

- 3009EHR International HRM will be cross-listed with 2013IBA Managing People in the Global Economy in the Human Resource Management and Employment Relations majors. 3009EHR will only be offered at Gold Coast and 2013IBA will only be offered at Nathan. Both courses are electives.

- 3112IBA Management Strategy and Decision Making is currently offered Sem 2 at Nathan and Gold Coast. From 2013, 3112IBA has been added as a core course to the HSL majors and is required to be offered both semesters at both campuses.

7.3 Additionally, it is proposed to withdraw the course 3007EHR Organisational Structure and Design from the Nathan/Gold Coast. It will be replaced with the existing course 3012EHR Applied Strategic Organisational Change. This will more closely align the Management majors with the Logan and OUA Management programs.

8.0 **MAJOR CHANGE SUBMISSION (#2012/0012091)**  
5577 MASTER OF SUPPLY NETWORK MANAGEMENT

8.1 Major Change Proposal affecting the 5577 Master of Supply Network Management, as detailed in #2012/0012091, effective Semester 1, 2013.

8.2 The Griffith Business School has introduced a new program in 2013 – Master of Supply Network Management. As required by the University, this new program meets the requirements of a Level 9 Masters program defined by the AQF. It is now proposed to add a second pathway of entry for students who have completed a relevant Level 7 qualification, as specified by the AQF. These students will complete a 120 credit point program.

9.0 **ADVICE PROGRAM WITHDRAWAL (#2012/0012092)**  
5275 MASTER OF PUBLIC ADMINISTRATION

9.1 Program Withdrawal Proposal for the 5275 Master of Public Administration, as detailed in #2012/0012092, effective Semester 1, 2013.

9.2 The Griffith Business School has introduced a revised 120CP Master of Public Administration for 2013. The new program, 5580, replaces the existing 80CP program.
10.0 MINOR CHANGE PROPOSAL (#2012/0012094)
1289/1290 BACHELOR OF BUSINESS (HTERS)

10.1 Minor Change Proposal for the 1289/1290 Bachelor of Business (Hotel, Tourism, Event, Real Estate, Sport), as detailed in #2012/0012094, effective Semester 1, 2013.

10.2 It is proposed to introduce a new course to the Sport Management major in the Bachelor of Business (HTERS). 2018HSL Organising and Staging the 2018 Commonwealth Games will be offered from Semester 1, 2013. This is to raise awareness of the Commonwealth Games amongst students and to create potential employment opportunities by providing students with an in-depth understanding of the Commonwealth Games. This will also provide an opportunity for the University to work closely with industry in developing and implementing an innovative games. Students will be able to apply theory to practice through the discussion and application of strategic and operational issues.

11.0 MINOR CHANGE PROPOSAL (#2012/0012095)
GBS MASTERS PROGRAMS

11.1 Minor Change Proposal affecting various Masters programs, as detailed in #2012/0012095, effective Semester 1, 2013.

11.2 7010GBS is listed in almost all GBS Masters programs as a requirement to proceed to the Masters with Honours program. 7012GBS is a requirement for some Honours programs also. These courses are restricted to students who intend to complete Honours. The courses are run in intensive mode therefore students get the most from the courses if they have committed to doing their research dissertation in the honours program. Additionally, the compressed time in the course precludes them from doing an extensive literature review as a part of the assessment, so it is beneficial if they have made the effort to ground their thinking before enrolling in the course. In order to prepare students for participation in these courses it is expected that students have chosen a supervisor and have had some discussion regarding a topic for their dissertation. It is proposed to amend the Masters program structures to state that students should complete 7010GBS/7012GBS in their last semester of study (ie, just prior to undertaking their dissertation). Masters students require Program Director approval to enrol in this course. As part of granting approval, GBS will be asking that students complete and submit the Nomination of Dissertation Topic and Supervisor for Coursework Masters Dissertation which is required for application to the Honours program.

12.0 MINOR CHANGE PROPOSAL (#2012/0012100)
1034/1288 BACHELOR OF BUSINESS

12.1 Minor Change Proposal affecting the 1034/1288 Bachelor of Business, as detailed in #2012/0012100, effective Semester 1, 2013.

12.2 It is proposed to combine multiple Work Integrated Learning (WIL) courses offered in the Bachelor of Business (BBus) into two course codes. The purpose of this consolidation is to remove the disparities that have evolved between the courses, clarify course entry prerequisites and procedures, harmonize assessment requirements and standardize work readiness content to ensure that future WIL students are optimally prepared to complete their internships successfully. 3013EHR; 3014EHR; and 3053MKT will be known as 3001GBS Work Integrated Learning Internship. 3013IBA and 3154IBA will be combined into 3000IBA Work Integrated Learning Internship. Each new course will be a 10CP course.

12.3 The new WIL courses will also be added to the Employment relations major and Management major which have not previously included this opportunity.
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

13.0 CHAIR’S REPORT

13.1 The Chair reported on the following:

- There has been a slight increase in QTAC applications.
- The annual Academic Staff Review and ASP rounds have almost concluded.
- The engagement survey action plan will be finalised by the end of September. Some resources will be made available to Heads of Department for project work.
- The 2013 University budget is being drafted.
- Members were reminded of the requirement for staff to complete mandatory occupational health and safety and fire safety training.

14.0 PRO VICE CHANCELLOR’S (BUSINESS) REPORT

14.1 The Pro Vice Chancellor (Business) provided his apologies to the meeting.

15.0 DEAN’S (LEARNING AND TEACHING) REPORT

15.1 The Dean (Learning and Teaching) reported on the following:

- Program Directors have prepared reports assessing the equivalence of undergraduate and postgraduate courses for their respective programs. Equivalence has been assessed based on learning objectives, assessment, texts and rubrics. A list of overlapping courses will be send to the Heads of Department for comment and action as required.
- Professor Ross Guest has been appointed to Chair a working party which will look at the development of an innovative teaching model for GBS. This has been identified as a strategic priority by the PVC (Business).
- An external review of the GBS Assurance of Learning process has been conducted. The final review report was attached for noting. The Dean outlined the main findings.

16.0 DEAN’S (RESEARCH) REPORT

16.1 The Dean (Research) reported on the following:

- The Dean highlighted some issues that have arisen due to the changes in the ARC Expression of Interest process for Future Fellows and Discovery Early Career Researcher Awards (DECRA). The Dean has implemented a formal ARC grant application process for GBS aimed at improving the quality of applications before they are submitted to the University.
- Applications for New Researcher Grants and GBS Internal Research Grants close at the end of October.
The Dean outlined changes to the GBS thesis submission procedure.

The Dean, Griffith Graduate Research School has held a planning workshop focused on improving the student experience.

17.0 **DEAN’S (INTERNATIONAL) REPORT**

17.1 The Dean (International) provided his apologies.

18.0 **HEADS OF DEPARTMENT REPORT**

18.1 There were no matters to report.

19.0 **STANDING ITEMS**

19.1 Written reports were provided for noting.

20.0 **FUTURE DIRECTIONS FOR HR SERVICES**

20.1 Mr Ken Greedy, Associate Director, Employment Strategies and Ms Ailsa Sutton, HR Manager Business attended the meeting to discuss the paper ‘HR Services – New Directions’.

20.2 Members were advised that the Office of HRM is planning to adopt a new service delivery model which will improve the quality of services provided to staff. Changes will include the introduction and integration of online services, improved processing and business partnerships. A transition period will occur during October/November.

20.3 Comments from members included clarification of the number of HR advisor positions allocated to the Group and clarification of the use of ‘Ask HR’ for standard and non-standard queries.

21.0 **GBS STRATEGY FOR RECRUITING, DEVELOPING AND SUPPORTING INDIGENOUS HDR STUDENTS**

21.1 The Griffith Business School Board was asked to consider and approve the GBS Strategy for Recruiting, Developing and Supporting Indigenous HDR Students, as detailed in Attachment 11.1. Professor Kate Hutchings, HDR Director, GBS attended the meeting to speak to this item.

21.2 Following discussions at the July 2011 meeting of the GBS Research and Research Education Committee and the May 2011 Board of Graduate Studies Committee, and in line with best practice guidelines prepared by the Council of Deans and Directors of Graduate Studies in Australia (DDOGS), it was resolved that the GBS develop an Indigenous HDR Student Strategy which would aim to increase the number of Indigenous students undertaking PhD and MPhil degrees in the GBS as well as providing development and support for Indigenous HDR Students.

21.3 The Indigenous Higher Education Advisory Council (IHEAC) has highlighted the core business for universities of Indigenous knowledge and education and the strength of having Indigenous staff and students engage and develop the research culture in the higher education sector (IHEAC, 2008). It has been noted the exceptional level of cross-cultural competency on completion of higher degree research studies achieved by Indigenous students which results from bridging cultural worlds and achieving competency in Indigenous and non-Indigenous research methods (DDOGS, 2011). Yet, it has also been highlighted that Indigenous students require greater financial and academic support and appropriate and increased resources are essential (IHEAC, 2008). The strategy contained herein recognises
the value to the GBS of increasing enrolments and completions of Indigenous HDR students as well as the resources required to support the students.

21.4 The draft GBS strategy is a reflection on the DDOGS Strategy document in respect to aspects which the GBS seeks to action and emphasises two aspects – Recruitment of, and Development/Support for, Indigenous HDR Students. The development of the Strategy also involved discussion with key stakeholders.

21.5 Members discussed aspects of the strategy and raised concerns regarding the supervision requirements and scholarship conditions:

- Members queried the requirement for all students to have at least one Indigenous supervisor. Following discussion, it was agreed that clarification of the role and expectations of the supervisor in providing scholarly guidance and/or mentoring support was required.

- Members also queried the requirement for all theses submitted by Indigenous HDR students to be examined by at least one Indigenous examiner. It was agreed that an Indigenous examiner should only be a requirement if Indigenous research methodologies were used.

- The provision of RACS funding to facilitate involvement of external Indigenous supervisors was queried, and it was agreed that other schemes for financial support be considered.

- Members noted the GPA requirement for the GBS Indigenous Honours scholarship was slightly below that of other GBS Honours schemes, and were advised that this reflected the educational disadvantages experienced by Indigenous students. A member advised that the criteria for the GBS Honours scholarships had recently been revised, and that the Indigenous Honours scholarship may also need revision in light of these changes.

21.6 The Griffith Business School Board approved the GBS Strategy for Recruiting, Developing and Supporting Indigenous HDR Students, as detailed in Attachment 11.1, subject to the amendments above. The revised version will be distributed to members.

22.0 QUALITY AND ACCREDITATION ISSUES

22.1 Members noted the submission of the re-accreditation documents for the Bachelor of Commerce (Accounting), and combined degrees, and Master of Commerce (Professional Accounting) with the Institute of Chartered Accountants (ICAA) in Australia and CPA Australia.

22.2 Professor Leong Liew, Head of Department presented the report of the Committee Reviewing the Department of International Business and Asian Studies.

22.3 The Dean (Academic) advised that the AACSB maintenance of accreditation site visit has been organised for September 2013.

23.0 GBS STUDENT SUCCESS ADVISORS

23.1 Dr Campbell Fraser, Director Undergraduate Studies provided an update on the Student Success Advisor positions in the Griffith Business School. Members were advised the following:

- The University received a large number of applications for the position.
- Applicants have been short-listed and interviews will be held in late September. The positions will commence in November.

- There will be six GBS Student Success Advisors. They will be allocated across the campuses based on program size and retention rates. The Advisors will be easily accessible to students.

- Following their appointment, a meeting will be held to discuss ways to maximise the use of the Student Success Advisors to meet the needs of the GBS.

23.2 Following discussion, it was recommended that an online presence be considered that can provide support to external students.

24.0 DISCUSSION PAPER: TOWARD GRIFFITH UNIVERSITY’S STRATEGIC PLAN FOR INFORMATION TECHNOLOGY 2020

24.1 The Griffith Business School Board was asked to provide feedback on the discussion paper ‘Toward Griffith University’s Strategic Plan for Information Technology 2020’. Ms Linda O’Brien, Pro Vice Chancellor (INS) attended the meeting for this item.

24.2 The Vice Chancellor has commissioned the development of a University-wide strategy for Information Technology (IT) to 2020, to set a clear path for Griffith which leverages the potential of IT to deliver the University’s mission.

24.3 The attached discussion paper, Toward Griffith University’s Strategic Plan for Information Technology 2020, provides a summary of key IT trends and possible implications, posing questions about the University’s vision for 2020; how information and communication technologies can advance research, learning and teaching, collaboration and engagement, service delivery and administrative activities. This feedback will inform a series of student and staff workshops during August, with a draft Strategic Plan being developed by late September for final feedback. The resulting Strategic Plan will be presented to Executive Group for endorsement in late October.

24.4 Members noted that the development of staff capability in this area was an important part of the strategy. It was commented that the Logan trial of smart devices has forced staff to become more familiar with these devices. Members also noted that students and staff are using various different smart devices, and that the University needed to consider the ability of new technologies that could function across all devices.

24.5 The PVC (INS) advised that, following discussion of the revised strategy at EG, a version would be distributed to staff for feedback.

25.0 REPORTS OF SUB-COMMITTEES OF GBS BOARD

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

- 7/2012 Learning and Teaching Committee
- 3/2012 Research and Research Education Committee.

For noting

26.0 OTHER BUSINESS

26.1 Members requested that the MBA Director and representatives from External Relations attend the next meeting to provide an update on the plans and strategy for the MBA.
27.0 **2012 MEETING DATES**

27.1 The Board noted the confirmed dates and venues for 2012 meetings.

Confirmed: __________________________

(Chair)

Date: _________________________
DISTRIBUTION LIST

Griffith Business School Board Members
Professor Marie Wilson, Dean (Academic) (Chair)
Professor Michael Powell, Pro Vice Chancellor (Business) (ex officio)
Deans (appointed by the Group Pro Vice Chancellor)
Professor Graham Cuskelly, Dean (Research)
Professor Lorelle Frazer, Dean (Learning and Teaching)
Professor Chris Auld, Dean (International)
Heads of Departments Directly Associated With the Faculty (ex officio)
Professor Christine Smith, Department of Accounting, Finance and Economics
Associate Professor Michael Barry, Department of Employment Relations and Human Resources
Associate Professor Martin Griffiths, School of Government and International Relations
Professor Leong Liew, Department of International Business and Asian Studies
Professor Evan Douglas, Department of Marketing
Professor James Skinner, Department of Tourism, Leisure, Hotel and Sport Management
Deputy Heads/Discipline Heads of Departments Directly Associated With the Group (appointed)
Professor Peter Best, Department of Accounting, Finance and Economics
Associate Professor Eduardo Roca, Department of Accounting, Finance and Economics
Vacant, Department of Accounting, Finance and Economics
Associate Professor Charles Qu, Department of Accounting, Finance and Economics
Professor Glenda Strachan, Department of Employment Relations and Human Resources
Dr Peter Tatham, Department of International Business and Asian Studies
Vacant, Department of Marketing
Associate Professor Laura Lawton, Department of
Dr Anoop Piatar, Department of Tourism, Leisure, Hotel and Sport Management
Research Centre Representative (appointed)
Professor Beverley Sparks, Director, Centre for Tourism, Sport and Service Innovation
Professor Peter Jordan, Deputy Director, Centre for Work, Organisation and Wellbeing
Professor Jason Sharman, Director, Centre for Governance and Public Policy
Professor Andrew O’Neill, Director, Griffith Asia Institute Invited (for Audience and Debate)
Dr Campbell Fraser, Director of Undergraduate Studies
Ms Kimberley Cotterell-Anderson, Griffith Business School
Ms Lisa Cotterell, Griffith Business School

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