



Academic Board

Handbook

Academic Board Secretariat
2012

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1. Introduction

Welcome

Welcome to the Academic Board of the University of New England. This University was the first university to be established in regional NSW, in 1938, and since that time an Academic Board, in one form or another, has been integral to the academic undertakings of the University. As a member, your contribution is vital to ensuring the University's academic policies and academic decisions are well-considered and its academic programs are of a high quality.

The Role of Academic Board

The Academic Board is the principal academic governance body of the University which is provided for under the University of New England Act and reports directly to Council. It furthers and co-ordinates the work of the Faculties and other academic units, encourages scholarship and research, and advises the Vice-Chancellor and Council on matters relating to teaching, scholarship and research within the University. Academic Board also considers and reports on matters referred to it by the Council or by the Vice-Chancellor.

The Board and its Committees develop, implement and review academic policies and consider proposals for developments of academic programs and awards. The Board works closely with the senior executive of the University and various support divisions, such as the Teaching & Learning Centre and the Student Centre, as well as with the University Council to ensure that the University's academic programs and outcomes are of the highest quality.

The Executive of Academic Board

The Executive of the Academic Board consists of a Chair and two Deputy Chairs who are elected by the Board from among the Professors and Associate Professors on the Board. In each case, their term of office is two years with a maximum of three consecutive terms in one office. At all times, both genders are represented on the Board's Executive. Once elected, the Chair and Deputy Chairs are members of the Board for the duration of their terms of office.

Role of the Chair

The Chair, in his/her role, chairs the Academic Board and the Board's Standing Committee S/he is also a member of the Vice-Chancellor's Committee and is an ex-officio member of Council. The Chair is also involved with academic staff selection and promotion committees, and a wide range of other committees across and beyond the University.

Role of the Deputy Chairs

Each of the Deputy Chairs serves on several Academic Board and/or University Committees and both are ex-officio members of the Board's Standing Committee. They assist the Chair when required, frequently through serving on senior academic staff selection and promotion committees, and on a range of other committees across the university.

2. Membership of Academic Board

Overview

Membership of the Academic Board is prescribed in the Academic Board Constitution (Annex 1). The Academic Board has two elected staff members from each of the ten Schools and three elected professors or associate professors from each of the two faculties.. These representatives can provide valuable academic input in debates about policies and other academic matters at UNE. These representatives are voting members of the Board and can thus influence the direction and substance of academic policies. It is important that representatives communicate Academic Board discussions and decisions back to their colleagues.

Academic Board also has four elected Professorial representatives (elected by the UNE professoriate). These representatives are expected to provide senior academic leadership and input to policy and academic debates and processes. They are experienced academics who could be approached for advice on academic matters and who provide a senior-level conduit through which staff can express their views at Academic Board.

The Chair and two Deputy Chairs are elected from the Associate Professors and Professors of Academic Board and, as such, constitute elected members in their own right. University staff and Academic Board members should always feel free to communicate directly with the Chair or one of the Deputy Chairs if they have any ideas, issues or concerns they wish to raise or discuss.

The Academic Board also has two undergraduate and two postgraduate student representatives who are elected by and from the respective student bodies.

3. Members' Roles and Responsibilities

Elected and ex-officio members of the Academic Board have the following roles and responsibilities:

- attend Academic Board meetings, fully prepared having read all relevant documents, on a regular basis. Meeting dates (Annex 2) are pre-set, 9.00am, Mondays, and can be found on the Academic Board website <http://www.une.edu.au/governance/academicboard/>;
- contribute to decisions and recommendations that produce the greatest benefit to the University as a whole and that embody appropriate attention to quality assurance and are consistent with the UNE strategic plan and other relevant UNE plans;
- serve as a communication conduit to their School or area, regarding actions, policies and new developments of the Board or Committee, as appropriate;
- organise for feedback to be provided on actions, policies and new developments, when requested;
- clearly distinguish between views/contributions/feedback they are providing as an individual and views/contributions/feedback they are providing with the intention to represent their Faculty/Division/area constituency; and
- declare, at the outset of a meeting, any conflict of interest they might have with any matter on the agenda;
- serve on the Academic Board or University Committees in which they have an interest. Meeting dates are preset for most such committees;
- serve on working parties established for various purposes.

Role of an elected Representative

Elected members of the Board are expected to facilitate communication on various academic matters, policies and issues between the Board and their respective Schools or areas. They can also provide a perspective on academic matters that may differ to that of university senior executive and other ex officio members. Although elected members provide to the Board their own experience and expertise and the interests of their electors, they, like ex officio members, are expected to act in the best interests of the University as a whole.

Expectations of the Role

For elected members of Academic Board: the work of the Board demands a high level of commitment from its elected members, both in terms of attendance and participation. Members should be prepared to commit an average of three hours per month to the work and meetings of the Board and will be expected to facilitate regular communication about relevant documents, policies and issues between the Board and their electing constituency.

For ex-officio members: the work of the Board demands a high level of commitment as well as leadership from its ex-officio members, in terms of attendance, sharing of information and participation. Members should expect to commit at least three hours per month to the work and meetings of the Board and to facilitate communication about relevant documents, policies and issues between the Board and the group where their role has qualified them for Board

membership. However, some ex-officio roles will involve a greater level of commitment, due to simultaneous involvement with Academic Board and one or more of its Committees and periodic requests to present specific reports to the Board.

Role of elected Professorial members

Academic Board has four elected members of the UNE professoriate, elected by and from the professoriate. The Board values the experience, leadership, input and independent perspectives that academics at the professorial level can provide, when they are not occupying a formal administrative role. This makes the role of elected member of the professoriate a very valuable asset to the Board.

Elected professorial members would be expected to lead by example in contributing to the work and deliberations of Academic Board, including being willing to serve on or lead specific working parties, review panels or task groups. Considered input to and experience with policy matters and academic decision making is an especially valuable contribution that the elected professorial members can make, unencumbered by the demands and expectations of a specific administrative role. As the Chair of Academic Board has the discretion to nominate members or even the Chair for particular Committees when vacancies occur, the first port of call for such nominations will usually be the one of the elected members of the professoriate.

Election as a professorial member of the Board signals willingness and intention to take on such senior leadership roles, voluntarily or when requested.

All elected and ex-officio members should be fully familiar with the **Constitution** (refer to Annex 1 or <http://www.une.edu.au/governance/academicboard/ab-constitution.pdf>) of the Academic Board and with the Standing Orders of Academic Board (Annex 3). The Constitution formalises the structure and general terms of reference for the Academic Board. The **Standing Orders** address a range of matters relating to the conduct of meetings and business of the Academic Board, including the conduct of elections.

The role of student representatives

The four student representatives can provide the students' voice in debates about policies and other academic matters at UNE. These representatives are voting members of the Board and can thus influence the direction and substance of academic policies. One of the undergraduate student representatives and one of the postgraduate student representatives are asked to serve as a member of the Teaching and Learning Committee. Additionally, one of the postgraduate student representatives is asked to serve on the Research Committee. Normally the student representatives decide who will serve on the Committees and advise the relevant committee secretaries or the Secretary to Academic Board. It is important that student representatives are in contact with the student body, so that they can relay any comments, views or concerns students might have about academic matters.

Length of elected membership

Membership of elected academic staff members of Academic Board is for a period of three years. Staff elections to the Board are normally held at the end of the year, usually around November/December.

Rules on attendance at meetings

The Board may, by resolution, declare vacant an elected representative's place on the Board if that member has been absent from four consecutive meetings of the Board without leave of the Board or if the member has lost the qualification for election which she/he possessed at the time of election. Leave of absence is not granted for extended absences such as those arising a special studies program.

Apologies

Apologies are accepted up to the day of the meeting by email or phone to the Secretary to Academic Board.

Request for leave of absence

If a member is unable to attend a series of meetings, a request for leave of absence should be made (in advance) to the Secretary.

Schedule of meetings

Visit the website for the annual schedule of meeting dates: <http://www.une.edu.au/governance/academicboard/> or see Annex 2.

Venue for board meetings

Meetings are from 9.00am to 11.00am on Mondays approximately every second month and are held in Room 224, Education Building.

Quorum

A quorum is defined as 50% plus one of the voting membership.

Academic Board Agenda and Minutes

Business Papers are sent to members approximately 5 working days prior to the meeting. These include:

- An agenda of items for consideration at the meeting.
- Any attached reports/submissions which were submitted in relation to those items.

Agendas and Minutes are also available electronically on the UNE Academic Board website (<http://www.une.edu.au/governance/academicboard/>)

Academic Board papers are sent to members at the address shown on the UNE electronic staff directory. Members must advise the Secretary to Academic Board if they have a different preferred mail address or if their address changes.

Submissions to Academic Board

Any notice of motion, report, or other business must be submitted in writing to the Secretary seven working days before the day of the meeting. Matters submitted after this time may be accepted at the discretion of the Chair.

Any Board member is entitled, with the Chair's permission to make a submission to the Academic Board. Submissions must accord with the Board's terms of reference, which includes accordance with the Strategic Plan of the University and should adhere to the submission due dates.

All reports and supporting documentation must be submitted, electronically to the Secretary to Academic Board.

4. Academic Board Terms of Reference

The Academic Board is the University's senior academic governing body, reporting directly to the University Council. The full responsibilities of the Academic Board are listed in the Constitution (Annex 1), which includes the Terms of Reference, Membership, Elections and Tenure of Office, Executive of the Board, and Committees of the Board.

The terms of reference are as follows:

- a. to assess and monitor the quality of the University's academic programs; make academic decisions on new and existing academic programs and higher research degree programs;
- b. to take responsibility for the development and review of academic policies;
- c. to coordinate and oversee quality assurance processes, and coordinate and oversee the academic activities of the faculties and schools;
- d. to encourage research and scholarship, and the development and maintenance of high standards and support for teaching and research;

- e. to ensure that recommendations and decisions of the Board are consistent with the University strategic plan and other relevant University plans and to advise the Vice-Chancellor and Senior Executive on the University's strategic plan, other relevant University-wide plans and faculty plans, especially with respect to new academic developments and academic priorities and policy-related issues;
- f. to advise the Vice-Chancellor and the Council following reviews of schools, research centres/institutes, faculties and courses;
- g. to obtain and consider such reports, comments and information on academic activities as the Board may require from all areas of the University, and recommend appropriate action.
- h. to advise the Council and the Vice-Chancellor on resource issues and academic staffing matters, including promotion, study leave, staff development, and honorary appointments;
- i. to consult with relevant stakeholders and interested parties on any matter to be placed before the Board;
- j. to advise on any matter referred to the Board by the Council or the Vice-Chancellor; and
- k. to exercise such authority as may be delegated to the Board by the Council.

5. *Academic Board Committees*

Although the Board can initiate academic policy development, policies and other strategic matters are first referred to the relevant Academic Board Committees.

Academic Board has five Committees to handle areas of academic activity and policy. These Committees are: the Standing Committee, the Teaching & Learning Committee, the Academic Program Committee, the Research Committee and the Higher Degree Research Committee. The Higher Degree Research Committee has two sub-committees: The Examinations Sub-Committee and the Scholarships Sub-Committee.

Academic Board is also heavily involved with several important University Committees including: the Special Studies Program Committee and Academic Promotions Committees.

1. Standing Committee

STANDING COMMITTEE OF ACADEMIC BOARD

TERMS OF REFERENCE

Decision-making and Advisory

To act on behalf of the Academic Board in accordance with its policies between meetings, and to hear confidential student matters and report to the next Academic Board meeting on all actions and decisions taken.

- 1 To provide leadership of Academic Board activities.
- 2 To identify emerging issues and to advise the Board or to act accordingly.
- 3 To identify risks that might arise in relation to the University's academic policies, programs and interests, to consider and recommend appropriate mitigation measures and to advise management on these issues.
- 4 To monitor and review the quality assurance framework of the University and generally oversee all matters relating to quality assurance and maintenance of academic excellence.
- 5 To submit recommendations on policy issues for consideration by the Academic Board or its committees.
- 6 To advise the Vice Chancellor's Committee on behalf of Academic Board on planning and resources issues that affect the University's academic program.
- 7 To conduct enquiries and make recommendations to Council on confidential student matters.
- 8 To conduct urgent business on behalf of the Academic Board between full Board meetings.
- 9 To receive recommendations from Academic Board committees on minor policy changes and to make recommendations to Council as appropriate.
- 10 To consider student appeals referred to it by the Academic Board's committees or the Board itself.
- 11 To consider and report on any matter referred to it by the Academic Board.

Reports to

Academic Board

Chaired by

Chair of Academic Board

Membership

Deputy Chairs of the Academic Board

Chair, Academic Board Teaching and Learning Committee (when not a Deputy Chair)

Chair, Academic Board Research Committee (when not a Deputy Chair)

Chair, Academic Board Higher Degree Research Committee (when not a Deputy Chair)

Four elected members from the Academic Board

Deputy Vice-Chancellor (Research)

Pro Vice-Chancellor (Students and Social Inclusion)

Frequency of Meetings

The Committee will meet at least eight times per year.

Co-option

The Committee can co-opt where needed any members required to achieve or maintain gender balance, where the membership does not include at least two women and two men. The Committee can also invite individuals as observers to provide additional appropriate expertise as necessary.

Self-Review

Once in every 12-month period, the Committee shall devote at least part of one meeting to a review of its work and practices over the previous 12 months.

Support

The Secretary to Academic Board will provide support.

2. Academic Board Teaching and Learning Committee

Terms of Reference

Advisory

1. To advise the Academic Board and, where appropriate, the Vice-Chancellor, on all issues relating to quality assurance and maintenance of standards of excellence of coursework teaching and learning.
2. To advise the University on the development implementation, monitoring and review of the University's Teaching and Learning Strategic Plans while ensuring that the Committee's recommendations and decisions are consistent with the UNE Strategic Plan and other relevant UNE plans and policies.
3. To advise the faculties in the continuous improvement of high quality teaching.
4. To advise the Academic Board on the development, implementation, monitoring and review of the University's Teaching and Learning Plan and other aspects of policy and practice related to teaching and learning.
5. To advise the University on the design of its Quality Assurance Framework.
6. To advise and make recommendations to the Academic Board on trends and developments in teaching, learning and assessment.
7. To monitor admission standards and student performance and to advise on improvement of retention and progression
8. To provide oversight of all aspects of compliance of undergraduate and coursework postgraduate programs with the Educational Services for Overseas Students Act, the Higher Education Support Act, the Tertiary Education Quality Standards Agency and the Australian Qualifications Framework.
9. To develop, monitor and review policies, procedures and guidelines, and make recommendations to the Academic Board on the University's undergraduate and coursework postgraduate programs including those delivered with all domestic and international partner institutions.
10. To consider and report on any matter referred to the Committee by the Academic Board or the Vice-Chancellor.

Reports to

Academic Board

Chair

A Deputy Chair of the Academic Board or senior academic elected from Academic Board

Membership

Pro Vice-Chancellor (Students and Social Inclusion)

Pro Vice-Chancellor (Educational Innovation and Technology)

The Academic Directors of the Faculties or a nominee of the PVC/Dean

Two academic staff representatives on the Academic Board

Two academic staff members, one elected by and from the academic staff of each faculty

One of the undergraduate representatives on the Academic Board

One of the postgraduate representatives on the Academic Board

One Academic Head of a Residential College*

Director, Oorala Centre

University Librarian

Non-voting

Director, Student Administration and Services

Director, English Language and International Services

Academic Secretary

** Academic Master of Robb College as the only college with such an appointment at the time of drafting*

Co-option

Where the membership does not include at least two women and two men, the Committee may invite additional members to achieve gender balance. The Committee may invite individuals to provide additional appropriate expertise as necessary.

Frequency of Meetings:

The Committee will typically meet eight times per year.

Self-Review:

Once in every 12-month period, the Committee shall devote at least part of one meeting to a review of its work and practices over the previous 12 months.

Support

The Secretary to Academic Board will provide support.

3. Academic Program Committee

ACADEMIC PROGRAM COMMITTEE

TERMS OF REFERENCE

Advisory

- 1 To review the academic merit of the University's schedule of courses (excluding higher degree by research courses) and units, including:
 - a. proposals for new and amended courses and units;
 - b. withdrawal of courses and units, and
 - c. advanced standing agreements with other education providers.
- 2 To ensure courses are compliant with TEQSA's Qualification Standards.
- 3 To monitor and review the application of advanced standing policy and procedures relating to inter-institutional agreements and make recommendations on them to the Academic Board and, where appropriate, the Vice-Chancellor.
- 4 To provide advice to assist faculties and schools in the development of courses and units.
- 5 To ensure that recommendations and/or decisions of the Committee embody appropriate attention to quality assurance and maintenance of academic excellence, and are consistent with the UNE Strategic Plan and all relevant UNE plans and policies.
- 6 To provide broad oversight on behalf of the Academic Board of the conduct of unit and course monitoring activities.
- 7 To consider and report on any matter referred to the Committee by the Academic Board or the Vice-Chancellor.

Reports to

Academic Board

Chaired by

Pro Vice-Chancellor (Students and Social Inclusion)

Membership

Core:

A Deputy Chair of the Academic Board or senior academic elected from the Academic Board

The Faculty Academic Directors or nominee of the PVC/Dean

A coursework postgraduate student representative

An undergraduate student representative

Two members elected by the Academic Board from its elected members

Additional:

The Chairs of School Teaching and Learning Committees (or equivalents)

Other:

Pro Vice-Chancellor for Educational Innovation and Technology or nominee

The Faculty Academic Managers (or equivalents) (non-voting)

Director of Student Administration and Services (or nominee) (non-voting)

Manager of Information Management, Student Administration and Services (non-voting)

Frequency of Meetings

The Committee will meet at least eight times per year.

Co-option

The Committee can co-opt where needed any members required to achieve or maintain gender balance, where the membership does not include at least two women and two men. The Committee can also invite individuals as observers to provide additional appropriate expertise as necessary.

Self-Review

Once in every 12-month period, the Committee shall devote at least part of one meeting to a review of its work and practices over the previous 12 months.

Support

The Directorate of Student Administration and Services will provide support.

4. Higher Degree Research Committee

ACADEMIC BOARD HIGHER DEGREE RESEARCH COMMITTEE

TERMS OF REFERENCE

Decision Making

1. To develop, monitor, review and implement procedures and guidelines with respect to research higher degree programs and scholarships, including their supervision.
2. To oversee research higher degree management and training, including admission, monitoring of candidature, allocation of supervisors and examination.

Advisory

3. To provide advice to the Academic Board on policies, rules and strategic initiatives related to research higher degree programs.
4. To make recommendations to the Academic Board on all matters pertaining to all research higher degree programs.
5. To liaise with the Research Committee on all policy matters that will impact on postgraduate research and research support.
6. To report on any matter referred to the Committee by the Academic Board or the Vice-Chancellor.
7. To ensure that recommendations and/or decisions of the Committee embody appropriate attention to quality assurance and are consistent with the UNE Strategic Plan and other relevant UNE Plans.

Reports to

Academic Board

Chaired by

A Deputy Chair of the Academic Board or senior academic elected from the Academic Board

Membership

Core:

Faculty Research Directors or nominee of the respective PVC Dean

Two members elected by the Academic Board from its elected members

Additional:

Heads of Schools or nominee

Non-voting:

Director, Research Services or nominee

Dean of Graduate Studies or equivalent

Examination Subcommittee

An Examination Subcommittee reporting to the Higher Degree Research Committee will have responsibility for the examination of higher degree research theses (specifically the appointment of examiners, the consideration of examiners' reports and the determination of recommendations regarding the award of higher degrees by research).

Membership of the Examination Subcommittee:

Chair of the Academic Board Higher Degree Research Committee

Four senior academics (two from either Faculty) elected by the Academic Board

Dean of Graduate Studies or equivalent

Co-option

The Committee can co-opt where needed any members required to achieve or maintain gender balance, where the membership does not include at least two women and two men. The Committee can invite individuals to provide additional appropriate expertise as necessary.

Frequency of Meetings

The Committee typically meets ten times per year.

Self-Review

Once in every 12-month period, the Committee shall devote at least part of one meeting to a review of its policies, practices and procedures over the preceding 12 months.

Support

Research Services will provide support.

5. Research Committee

ACADEMIC BOARD RESEARCH COMMITTEE

TERMS OF REFERENCE

Decision Making:

1. To develop and implement policies, procedures and directives for the allocation of university grants and other research grants as may become available from time to time.

Advisory:

2. To develop, monitor and review policies, procedures and criteria with respect to all aspects of research and its enhancement, and make recommendations on these to the Academic Board.
3. To liaise closely with the Higher Degree Research Committee on all policy matters that will have an impact on higher degree research training and research support.
4. To advise the Deputy Vice-Chancellor (Research) on the development, monitoring and review of the University's research-focused plans.
5. To consider and report on any matter referred to the Committee by the Academic Board or the Vice-Chancellor.
6. To ensure that recommendations and/or decisions of the Committee embody appropriate attention to quality assurance and are consistent with the UNE Strategic Plan and other relevant UNE Plans.

Reports to

Academic Board

Chair

A Deputy Chair of the Academic Board or senior academic elected from Academic Board

Membership

Core:

Deputy Vice-Chancellor (Research)

Faculty Research Directors or nominee of the PVC Dean

Chair of the Academic Board Higher Degree Research Committee

Two members elected by the Academic Board from its elected members

Research Centre representative

Higher degree research student representative

Additional (non-voting):

Director, Research Services

Dean of Graduate Studies or equivalent

University Librarian

Co-option

The Committee can co-opt where needed any members required to achieve or maintain gender balance, where the membership does not include at least two women and two men. The Committee can invite individuals to provide additional appropriate expertise as necessary.

Frequency of Meetings

The Committee will typically meet eight times per year.

Self-Review

Once in every 12-month period, the Committee shall devote at least part of one meeting to a review of its policies, practices and procedures over the preceding 12 months.

Support

Research Services will provide support.

6. *Quality Management Framework*

In its role as the senior academic governing body that reports to Council, the Academic Board has an overall responsibility for ensuring the quality of the University's Academic Activities.

UNE's Quality Management Framework is governed by the *Academic Quality Management Policy* and its associated guidelines (Annex 4). This policy links the quality management process to the strategic plan and designates specific responsibilities to the Academic Board and to management for ensuring quality of academic activities.

Further information on quality, including School and Support Centre review reports, can be found at: <http://www.une.edu.au/vc/dvc/>.

TEQSA

Information on TEQSA

(Information below is taken from <http://www.teqsa.gov.au/>). More information on TEQSA, can be found at this link)

The Tertiary Education Quality and Standards Agency (TEQSA) regulates and assures the quality of Australia's large, diverse and complex higher education sector.

From January 2012, TEQSA will register and evaluate the performance of higher education providers against the new Higher Education Standards Framework. The Standards Framework comprises five domains: Provider Standards, Qualification Standards, Teaching and Learning Standards, Information Standards and Research Standards. The Provider Standards and Qualifications Standards are collectively the Threshold Standards which all providers must meet in order to enter and remain within Australia's higher education system.

TEQSA will undertake both compliance assessments and quality assessments. Compliance assessments involve auditing a particular provider's compliance against the Threshold Standards for registration as a higher education provider. Quality assessments can either be an assessment of the quality of an individual provider or a review of an issue across a number of providers (a thematic review).

7. *Academic Board Policies*

A list of Academic Board policies with a brief description of each is given below. All Academic Board policies can be found at the UNE Policy website, <http://www.une.edu.au/policies/>.

1. Policies relating to Teaching and Learning

Academic Program Approval Policy

This Policy sets out the principles and approval requirements for any changes to the University's academic programs. This includes introduction, withdrawal and changes to courses and units.

Academic Quality Management Policy

This policy sets out policy governing the quality management framework and the quality management audit and review process.

Advanced Standing

Sets out the general policy and conditions under which students may apply for and be granted advanced standing for study elsewhere and credit for life experiences

Assessment

Sets out the general policy governing assessment practices in units, clarifies expectations of both staff and students and provides clear definitions for grading academic achievement in units.

Assessment by Examination

Sets out the procedures and rules relating to university examinations.

English Language Requirements for Admission

Sets out the criteria and process for judging admission into UNE courses on the basis of English language competency.

Graduate Attributes

This lists attributes graduate will be able to demonstrate.

Learning Resources

Provide principles for the management of all Learning Resources, as appropriate for flexible teaching and learning strategies. The policy ensures that staff and students each know what the expectations, and it contributes to the continuing process of standardising approaches across campus.

Student Coursework Plagiarism and Academic Misconduct

This policy sets out the principles and processes to be followed when plagiarism is allegedly committed by a student. It also provides advice to students on how to avoid plagiarism. Other related documents include standard letters for use by staff when plagiarism is suspected, and a document advising students on how to avoid plagiarism. These documents and the policy can all be found at the UNE Policy site.

Special Assessment

Sets out the rules whereby a candidate who has been prevented through illness or other unavoidable circumstances from attending or satisfactorily completing a University assessment, may be given special consideration.

Student Appeals

This sets out the policy and procedures for appeals related to unit assessment; appeals related to assessment of practical and/or professional work experience; appeals against the application of faculty policies and rules; appeals against interpretation or application of University policies and rules; appeals against interpretation or application of University policies and rules; appeals related to Bachelor with Honours assessment of dissertations/theses; and appeals against results for graduate diploma and non-research masters dissertations/theses.

Student Complaints Handling and Resolution Policy

This policy was developed to underpin a centralised system for handling appeals and complaints, ensuring compliance with the national code and ESOS Standard 8 requirements concerning appeals and complaints.

2. Policies relating to Research

Confirmation of Candidature – Doctoral

Sets out the formal completion of the probationary phase of a doctoral student's candidature.

Extensions

This sets out the period of extensions allowed and the related procedures, for higher degree research students candidature.

Guidelines on Defining Research Productivity

Provides the criteria to be used to guide schools and staff about what is minimally expected for staff to be considered research productive.

Higher Degree Research Student Responsible Research Conduct

This policy was introduced in 2011 to replace the *Student Plagiarism and Academic Misconduct: Higher Degree Research-Non Coursework Components Policy*. It sets out the principles and processes to be followed when a Higher Degree Research Student is alleged to have committed plagiarism during a non-coursework component of their study.

Minimum Facilities for UNE Postgraduate Research Students

This policy describes the minimum facilities to be provided for postgraduate research students and is intended to provide a high quality and productive education environment with the greatest opportunity for quality outcomes and experience.

Policy Governing Research Institutes and Centres

This policy sets out the role, reporting structure and establishment of research institutes and centres at UNE and includes provisions for periodic review.

Registration of Research Higher Degree Supervisors

This policy outlines a process for establishing and maintaining a register of (a) established and experienced supervisors and (b) new supervisors who do not yet meet all criteria for full registration.

3. General policies

Academic Dress Approval Policy

Sets out the framework for selecting academic dress colours for new awards.

Rules for the Doctor of Letters and Doctor of Science (Awarding of Higher Doctorates)

Sets out policies, procedures and requirements regarding admission to, completion of and examination of higher doctorate degrees.

University Medals and Prizes

Sets out principles and policy and procedures relating to the awarding of University Medals and prizes.

Credit Points

Sets out the guiding principles and a definition.

Intensive Schools

Sets out policy on how Intensive Schools may be utilised as a strategy for external teaching at UNE.

WorkReady

Sets out the policy, structure and expectations for Faculty units that have a predominant work experience emphasis.

8. Academic Board website

Further reading

More specific information about aspects of the work of the Academic Board can be found

through the following website. It is worth devoting some time to exploring this website to gain a better understanding of the operations of Academic Board:

<http://www.une.edu.au/governance/academicboard>

This website includes links to important and current information such as the membership of the Academic Board, meeting dates, approved operating principles, minutes and business papers for Academic Board meetings as well as for meetings of Academic Board Committees.

9. Appendices

Annex 1, Academic Board Constitution

Annex 2, 2011 Meeting dates

Annex 3, Academic Board Standing Orders

Annex 4, Quality Management Policy

This handbook can also be found at:

<http://www.une.edu.au/governance/academicboard/>

UNIVERSITY OF NEW ENGLAND

ACADEMIC BOARD CONSTITUTION

ROLE AND TERMS OF REFERENCE

- 1.1 **Role.** The Academic Board is established under the auspices of Section 15 of the UNE Act 1993 and Part 5 of the UNE By-Law 2005. The latter prescribes the role of the Academic Board as:
to report to the Council and advise the Council and the Vice-Chancellor on all developments and initiatives relating to and affecting the University's teaching and research activities and its educational programs.
- 1.2 **Terms of Reference.** The Terms of Reference for the Academic Board are:
- a. to assess and monitor the quality of the University's academic programs; make academic decisions on new and existing academic programs and higher research degree programs;
 - b. to take responsibility for the development and review of academic policies;
 - c. to coordinate and oversee quality assurance processes, and coordinate and oversee the academic activities of the faculties and schools;
 - d. to encourage research and scholarship, and the development and maintenance of high standards and support for teaching and research;
 - e. to ensure that recommendations and decisions of the Board are consistent with the University strategic plan and other relevant University plans and to advise the Vice-Chancellor and Senior Executive on the University's strategic plan, other relevant University-wide plans and faculty plans, especially with respect to new academic developments and academic priorities and policy-related issues;
 - f. to advise the Vice-Chancellor and the Council following reviews of schools, research centres/institutes, faculties and courses;
 - g. to obtain and consider such reports, comments and information on academic activities as the Board may require from all areas of the University, and recommend appropriate action.
 - h. to advise the Council and the Vice-Chancellor on resource issues and academic staffing matters, including promotion, study leave, staff development, and honorary appointments;
 - i. to consult with relevant stakeholders and interested parties on any matter to be placed before the Board;
 - j. to advise on any matter referred to the Board by the Council or the Vice-Chancellor; and
 - k. to exercise such authority as may be delegated to the Board by the Council.

MEMBERSHIP

- 2.1 The voting membership of the Academic Board is:
- a. the Vice-Chancellor*;
 - b. the Deputy Vice-Chancellors*;
 - c. the Pro Vice-Chancellors*;
 - d. the Faculty Academic and Research Directors*;
 - e. the Heads of the Schools*;
 - f. two elected academic representatives from each of the Schools;
 - g. three elected academics at the level of associate professors or professor from each of the Faculties
 - h. four elected Professors of the University (not already members of the Board) with equal gender balance whenever possible;
 - i. the University Librarian*; and
 - j. two undergraduate students and two postgraduate students comprising an equal gender balance in each group, and comprising at least one on-campus student in each group.

* *ex officio member*

- 2.2 The observer membership of the Board (who shall have the right of debate but not of voting) is:
- a. the Director of Student Administration and Services;
 - b. the Director of Research Services;

- c. the Director of International Marketing and Pathways; and
 - d. the Director of English Language and International Services.
- 2.3 The Chair may exercise discretion and invite other persons to accept observer status at one or more Board meetings, with the right to contribute to the debate
- 2.4 **Gender representation on Board committees.** There shall be at least two women and two men on every Board committee. Each committee Chair is to ensure that gender representation requirements are met. Where necessary, the committee Chair will co-opt additional members to achieve gender representation.
- 2.5 **Quorum.** The quorum for any regular meeting of the Board or its Committees shall be one-half of the voting membership plus one. The quorum for any special meeting shall be one-third of the voting membership plus one.
- 2.6 **Ex-officio membership.** A person who vacates an ex officio position will no longer be eligible for Board membership in the capacity of that position, with the exception of the Board Chair and Deputy Chairs.
- 2.7 **Casual vacancies of elected representatives.** Where an elected member resigns from the University, is granted leave of absence by the University (eg special studies program), is unable to attend meetings due to conflicting duties, or ceases to be an elected representative for any other reason, the casual vacancy will be filled for the remaining term by election or nomination from the appropriate constituency. The new representative shall have full voting rights.
- 2.8 **Temporary substitution of ex officio members.** Where an ex-officio member is absent from a particular Board or Committee meeting, the person formally named as acting in that role may attend the meeting on the absentee's behalf and shall have full voting rights for the meeting attended. The Secretary to the Board is to be notified in advance of the substitute's attendance.
- 2.9 **Temporary substitution of elected members.** Where an elected member is absent from a particular Board or Committee meeting, the absentee may nominate a substitute to attend the meeting on the absentee's behalf until the elected member's return. The nominee shall have observer rights for the meeting attended. The Secretary to the Board is to be notified in advance of the substitute's attendance.

ELECTIONS AND TENURE OF OFFICE

Elections - Chair and Deputy Chairs

- 3.1 The Board Chair and two Deputy Chairs are elected by the Board from among the elected Board members who are Professors or Associate Professors.
- 3.2 The election of the Chair will be held every second year at the last Board meeting of that calendar year) and will assume office at the beginning of the first Board meeting of the new calendar year.
- 3.3 The election of one Deputy Chair shall be held each year at the first Board meeting of the calendar year and will assume office immediately upon election.
- 3.4 Both genders and both faculties must be represented among the Chair and the two Deputy Chairs.
- 3.5 Once elected, the Chair and Deputy Chairs remain Board members for the duration of their terms of office (provided they remain University employees) irrespective of any changes after election to the status that originally entitled them to Board membership.

Elections - Elected representatives

- 3.6 Elections for Board membership shall be held annually in October/November with membership starting at the first Board meeting of the new calendar year. Whenever possible, elections will be rotated to ensure that there is a balance between continuity and renewal of elected Board membership. The rotation shall be made by the Secretary and notified annually to the Board for the ensuing three years.
- 3.7 Elected representatives who are employed on fixed-term contracts are required to have sufficient service remaining to fulfil their period of office.

Tenure

- 3.8 Tenure of the Chair and Deputy Chair is two years.
- 3.9 Elected Board members' tenure is three years.

Conduct of elections

- 3.10 Elections of Board office-bearers and representatives on Board committees will be conducted by the Secretary to the Board by secret ballot as determined by the Board's Standing Orders.

Mandated vacancy by an elected representative

- 3.11 An elected position becomes vacant automatically if:

- a. the representative is absent without prior leave from four consecutive Board meetings; or
 - b. the representative loses his/her original qualification for election.
- 3.12 A compulsory vacancy shall be filled similarly to the provisions of paragraph 2.7 of this Constitution.

BOARD EXECUTIVE

- 4.1 The Executive of the Academic Board shall be the Chair and the two Deputy Chairs.
- 4.2 The office of Chair or Deputy Chair of the Academic Board may not be held by one person for more than three consecutive terms (however, this limit shall not apply to a Deputy Chair who is elected as the Chair, who may serve a maximum of three consecutive terms in either or both offices).
- 4.3 A Deputy Chair may stand for the office of Chair.

Chair's responsibilities

- 4.4 The Chair is the University academic spokesperson to the Vice-Chancellor and to the Council and represents the academic community on the Council as an ex officio member and on the committees of the University Senior Executive as the Vice-Chancellor determines.
- 4.5 The Chair (or nominee) is an ex officio member of all professorial, senior executive and decanal selection committees. The Chair is empowered to nominate an academic staff member, normally from the Board's membership, to serve as a Board representative on relevant University and ad hoc committees.
- 4.6 The Board and its committees may empower their respective Chairs to act on their behalf on routine matters.
- 4.8 In the absence of the Chair, or if the office of Chair is vacant, all powers or duties of the Chair will be exercised and discharged by the Deputy Chairs.
- 4.9 The Chair may appoint from the members of the Academic Board:
- a. an Acting Chair when the Chair and Deputy Chairs are absent;
 - b. an Acting Deputy Chair when the Deputy Chairs are absent.

Temporary vacancy through the Special Studies Program

- 4.10 Where the Chair or a Deputy Chair is absent for up to one teaching period on Special Studies Program leave, the Chair will be replaced for this period by one of the two Deputy Chairs. A Deputy Chair will be replaced for the same period by a temporary Deputy Chair elected from the floor of the Board by secret ballot. Gender representation on the executive will be maintained.

Relationships with Chairs of other universities' Boards and Senates

- 4.11 The Board Executive will maintain a working relationship with the Committee of Chairs of Academic Boards/Senates in NSW the Federated Territories, and the national group of Chairs of Academic Boards and Senates, for purposes of benchmarking and keeping abreast of developments and changes in Academic Board activities at both the state and national level.

BOARD COMMITTEES

- 5.1 The Board may establish such committees as it deems necessary to carry out its business and will establish terms of reference for such committees consistent with this Constitution.
- 5.2 Gender representation on all committees shall be maintained in accordance with the requirements of University policy for gender representation.
- 5.3 Elected members of Board committees of the Board are elected at such times and for such periods as the Board determines.
- 5.4 All Board committees should be chaired by a member of the Board and normally by members at Professor or Associate Professor level. Board committees may include University members who are not Board members but at least 60% of the membership of any committee shall be from the academic staff unless departure from this principle is approved by the Board.

Standing Committee

- 5.5 The senior Board committee is the Standing Committee, which has the authority to:
- a. co-opt additional members for ad hoc purposes; and
 - b. at the discretion of the Chair, grant approval to a member of the Board nominated by an absent member of the Standing Committee, to attend that Standing Committee meeting in the absentee's stead.

ELECTED BOARD MEMBERS' ROLE

- 6.1 Elected Board members are encouraged to:
- a. engage in the Board as representatives of the academic community rather than delegates of their constituencies;
 - b. exercise their own judgment in Board discussions and decisions rather than present exclusively the views and recommendations of their constituencies; and
 - c. facilitate communication between the Board of the academic community.

2012 Academic Board Dates

2012 Academic Board meetings will be held at 9.00am on the following Mondays 9am, in room 224, Education (E7):

30 January

2 April

14 May

16 July

17 September

5 November

10 December

STANDING ORDERS OF THE ACADEMIC BOARD

Preamble

This document sets out the Standing Orders for meetings of the Academic Board and its Committees. It also sets out the election procedures for various officers and discusses the roles of elected and ex-officio members of the Board and its Committees.

STANDING ORDERS

1. Convening of Meetings

- 1.1 The Board shall meet:
 - a. at the times approved by the Board;
 - b. when specially called by the Secretary at the direction of the Chair or the Vice-Chancellor;
 - c. when specially called by the Secretary upon receipt from five members of the Board of a written requisition containing a description of the business to be discussed.
- 1.2 Notice of a meeting and a copy of the business papers shall be circulated by the Secretary to the normal university address of each member at least five clear working days before the meeting. The Chair may allow additional business to be circulated with less notice or to be tabled at the meeting. Such additional business shall not be considered if one-third of those present vote that it be held over to a subsequent meeting.
- 1.3 Any notice of motion, report, or other business must be submitted in writing to the Secretary seven clear working days before the day of the meeting. Matters submitted after this time may be accepted at the discretion of the Chair.
- 1.4 If the Chair is of the opinion that there is not sufficient business to warrant the holding of a regular meeting of the Board, the Chair may direct that members be informed that the meeting has been cancelled.
- 1.5 If, after the expiration of fifteen minutes (or such extended period as the Chair may determine) from the time appointed for the meeting or any adjournment thereof, a quorum is not present, the meeting shall lapse.
- 1.6 Where a person who is a member *ex officio* of the Board is unable to attend, the person who is acting in that office may attend the Board meeting. The Secretary shall be advised of this substitution prior to the meeting. The member who will be absent is responsible for fully briefing the substitute about all relevant matters contained in the business papers.
- 1.7 For any elected or nominated members, who will be absent by virtue of taking an extended period of long service leave or special studies program leave, the relevant body that they represent (eg Faculty) can nominate a replacement for the duration of their leave period. Such replacement shall fit the requirements of the original category of membership for the member on leave. The Secretary shall be advised of this replacement prior to the first meeting at which the replacement shall attend. The member who will be absent is responsible for fully briefing the replacement about their role as a Board member and about all relevant matters currently before the Board.

- 1.8 No member or observer (whether elected or nominated) who will be absent from a particular meeting may send a proxy to that meeting.
- 1.9 The provisions of these Standing Orders are to be applied to the Academic Board as well as to all Committees of the Academic Board.

2. Quorum

- 2.1 A quorum is defined as 50% plus one of the voting membership.
- 2.2 If a quorum is present at the commencement of the meeting, the meeting may continue until attention is drawn to the lack of a quorum. When this occurs, the meeting shall be adjourned until such time as the Chair may determine.
- 2.3 Where a meeting is adjourned for lack of quorum, the reconvened meeting shall normally deal only with matters listed for the original meeting and not then dealt with.
- 2.4 Where notice of the intention to reconvene such a meeting clearly indicating an intention to deal with new business is sent to all members of the Academic Board, the Board may deal with such new business despite the provision in 2.3.

3. Order of Business

- 3.1 The normal order of business at each regular meeting shall be as follows.
 - a. Adoption of Unstarred Items.
 - b. Confirmation with or without amendment of the minutes of the previous meeting.
 - c. Business arising out of the minutes.
 - d. Report, if any, from the Vice-Chancellor with an opportunity for members to raise questions about that report and the Vice-Chancellor to respond if he/she so wishes.
 - e. Report, if any, from the Chair with an opportunity for members to raise questions about that report and the Chair to respond if he/she so wishes.
 - f. Discussion of any Matters Awaiting Report.
 - g. Reports from the Standing and other Committees of the Board and of bodies reporting through those committees.
 - h. More general items of business.
 - i. Report on approved Honorary appointments.
 - j. Discussion of any Ideas and Issues from the Floor.
 - k. Questions arising without notice, addressed to the Chair or any member of the Senior Executive of the University.
 - l. Other Business.

The Chair may alter the normal order of business.

- 3.2 The Chair shall determine the items of business to be included in the agenda and determine which items call for consideration and debate. Such items shall be starred in the agenda. All items not starred shall be submitted *en bloc* to the Board for noting or formal approval without debate; provided always that, prior to the adoption of unstarred items, any member of the Board may request that an item which is not starred be considered by the Board, and upon such request being made, that item shall be starred. As soon as the Chair has determined that there are no further items to be starred, all unstarred items shall be moved for acceptance as read.

- 3.3 Any item on the business paper may be taken out of order by the Chair unless members present resolve by majority vote that the written order of business be retained. The order of business may be altered without consent of the Chair, by a vote of two-thirds of the members present at a meeting.
- 3.4 No business other than that specified in the business paper shall be considered at any meeting except:
- a. where a matter has been the subject of a notice of motion which has been circulated after the formation of the agenda;
 - b. where the issue arises from an oral statement without notice; or
 - c. where a resolution is passed of which no notice has been given, providing that resolution is presented for ratification at the immediately subsequent meeting where notice is duly given.

4. Rules of Debate

- 4.1 Unless the Chair or the Board by resolution otherwise requires, the Board will conduct its business in committee and, in particular;
- a. a member may speak more than once on any question but does not have the right to do so if the Chair considers that other members are being denied the right to speak or that the member is unduly repetitious;
 - b. the sense of a motion must be expressed but the actual wording may be left to the Chair and Secretary;
 - c. the Chair may "ask approval" and in the absence of dissent assume that the matter has been approved *nem con*;
 - d. the Chair shall have the discretion to determine the extent to which and the cases in which more rigid rules of debate and the principles of the following Standing Orders relating to motions and amendments are to be observed.
- 4.2 If the Chair so rules or the Board by resolution determines, the provisions of Orders 4.3 to 6.3 inclusive shall be observed.
- 4.3 If the Chair rules, or the Board by resolution determines, that a matter before a meeting shall be conducted in accordance with the formal rules of debate, then the following procedures shall apply.
- a. Debate shall occur only on a formal motion before the Chair or on an amendment to such a motion. Any such motion or amendment shall be submitted in writing to the Chair but may be seconded orally.
 - b. Any persons wishing to move a motion or an amendment or of taking part in any debate shall indicate by a show of hands to the Chair.
 - c. The member first observed by the Chair shall be given priority in speaking.
 - d. If the Chair rises during the debate, a member speaking or offering to speak shall cease speaking and the Chair shall be heard without interruption.
 - e. Unless the consent of two-thirds of the members present is given, no member (except the mover of a motion) may speak twice to a matter before the Board except by explanation in reply to a question; a member who, without comment, seconded the motion or amendment, shall not be deemed to have spoken.

- f. A member may speak to an amendment even if that member has already spoken to the motion or a previous amendment.
- g. The mover of a motion, but not of an amendment, shall have the right to reply. The mover's reply closes the debate.
- h. A speaker shall keep to the particular matter before the meeting and shall not introduce irrelevant material.
- i. The mover of a motion may speak for a period not exceeding ten minutes and a subsequent speaker for a period not exceeding five minutes, unless an extension not exceeding five minutes is granted by a vote of two-thirds of those present.
- j. The Chair may participate in the debate from the Chair.
- k. No member may speak to a motion, after it has been put by the Chair and the show of hands or ballot has been taken.
- l. In the absence of a member who has given notice of motion, a motion shall lapse unless another member present is prepared to move it.
- m. A motion may be amended or withdrawn by the mover with the consent of the meeting.
- n. Any motion or amendment not seconded shall not be debated.

5. Motions and Amendments

- 5.1 A motion or amendment shall be couched in definite and precise language and should usually be affirmative in form.
- 5.2 An amendment shall relate to the matter involved in the motion and not to some other matter.
- 5.3 An amendment which is a direct negative of the motion shall be disallowed.
- 5.4 Only one motion or amendment may normally be accepted at a time. However, a member may speak against a motion or amendment by drawing attention to a foreshadowed motion or amendment to be moved if the motion or amendment before the meeting is defeated.
- 5.5 The following constitute motions or amendments that are considered out of order:
 - a. a motion or amendment which is substantially the same as a motion or amendment that has been previously carried at the meeting;
 - b. a motion or amendment which is substantially the same as a motion or amendment that has been previously defeated at the meeting; or
 - c. a motion or amendment which is inconsistent with a prior motion or amendment that has been previously passed at the meeting.
- 5.6 Debate on a motion or amendment shall be immediately suspended, even if a person is speaking, if any of the following motions is moved and seconded:
 - a. that the speaker no longer be heard;
 - b. that the matter be postponed;
 - c. that the Board proceed to the next item of business;
 - d. that the matter be referred back to the Committee which submitted the proposal;
 - e. that the question not now be put;
 - f. that the question now be put; or
 - g. that the Board now adjourn.

No person who has already spoken to the motion or to an amendment may move in terms of (c) or (e). Motions (a), (c) and (g) are not debatable save that the Chair may express the view that the matter has not been adequately debated and suggest that the procedural motion should not be carried. Motions (a), (e), (f) and (g) are carried only if at least two-thirds of the members present vote in favour of the motion. If motion (f) is carried in relation to an original motion, the mover of that motion may exercise the right of reply to the substantive debate before the motion is put.

- 5.7 The Chair may refuse to grant the mover of the motion the right to reply until it is clear to the Chair that no other member desires to speak to the motion or to move an amendment.
- 5.8 The seconder of a motion may reserve the right to speak later, provided the seconder does not otherwise speak when seconding the motion.
- 5.9 The mover of an amendment has no right of reply.
- 5.10 Notwithstanding any other provision of these Standing Orders, at any time during a debate a member may foreshadow a motion or amendment provided that the member shall not at the time speak to the motion or amendment which is foreshadowed.
- 5.11 As soon as the debate on a motion or amendment has concluded, the Chair shall put the motion or amendment.

6. Voting and Elections

- 6.1 Voting on resolutions shall be decided on the voices by the Chair calling for those in favour (“Aye”) and calling for those opposed (“No”) unless a show of hands is directed by the Chair or is requested by at least five members. When the result of a vote taken on the voices cannot be clearly determined, the Chair shall automatically call for a show of hands. When a vote has been taken on the voices, any five members may, by raising their hands, require that the vote be confirmed by a show of hands. The outcome of any vote on the voices or vote by show of hands shall be determined by simple majority.
- 6.2 In nominating and voting for positions, the Board should encourage representation from both faculties.
- 6.3 Voting in elections for the positions of Chair and Deputy Chairs and for elected Board representatives on specific Committees, apart from Faculty representatives, shall be taken by secret ballot at the meeting.
 - a. For each such election, a special ballot paper, signed and distributed by the Secretary to Academic Board, will be used to record all votes. Votes shall be counted by an Observer in attendance and the result reported as soon as available at the meeting.
 - b. If only one person stands for any position, that person shall be declared elected.
 - c. The timing of the election for the Chair and Deputy Chairs is determined by paragraphs 3.2 and 3.3 of the Academic Board Constitution.
 - d. **Procedure for electing the Chair**
 - (1) Nominations for position of Chair will be called for by the Secretary at least four weeks prior to the meeting at which the election will take place. Nominations must be received in writing, signed by the nominator and seconder (both of whom must be current voting members of the Board), and signed by the nominee giving consent

to stand for the position. The deadline for lodging a written nomination with the Secretary will be five working days before the meeting at which the election will take place.

(2) If only one nomination for Chair is received by the deadline, that nominee will be immediately declared elected by email communication to all members and observers of the Board.

(3) If more than one nomination is received by the deadline, the Secretary will inform all voting members of the Board that a formal election will occur at the next meeting and indicate the names of those who have been nominated. The nominees will be listed on a specially prepared ballot paper.

(4) Between the nomination deadline and the commencement of the Board meeting at which the election for Chair will occur, any voting member of the Board who lodges a formal apology for the meeting with the Secretary of the Board will be given a ballot paper to register their absentee vote. This vote will be sealed in an envelope and lodged with the Secretary, to be opened when vote counting commences. Proxy votes will not be permitted.

(5) Votes (including those properly lodged as absentee) will be made and counted according to a simple preferential system. The candidate attaining an absolute majority after distribution of preferences, will be declared elected.

(6) If, once all preferences have been distributed, a tie has resulted, the Chair of the meeting shall exercise a casting vote in addition to his/her deliberative vote.

e. Procedure for electing Deputy Chair(s)

(1) Nominations for position of Deputy Chair(s) will be called for by the Secretary to Academic Board at least 4 weeks prior to the meeting at which the election will take place. Nominations will be received in writing, signed by the nominator and seconder (both of whom must be current voting members of the Board), and signed by the nominee giving consent to stand for the position. However, nominations will also be accepted at the meeting, provided nominator, seconder and nominee are all in attendance.

(2) Voting members at the meeting will receive a specially-prepared ballot paper, on which they will write the nominees for Deputy Chair.

(3) Votes will be made and counted according to a simple preferential system.

(4) If one Deputy Chair is to be elected, the candidate attaining an absolute majority after distribution of preferences, will be declared elected.

(5) If two Deputy Chairs of the same gender are to be elected, then the two candidates achieving an absolute majority after distribution of preferences, shall be declared elected.

(6) If two Deputy Chairs of different gender are to be elected, then preferences will be distributed on a gender basis (male to male; female to female), the two candidates of each gender achieving the largest number of votes, after distribution of preferences, shall be declared elected.

(7) If, once all preferences have been distributed, a tie has resulted, the Chair of the meeting shall exercise a casting vote in addition to his/her deliberative vote.

f. Procedure for electing a Board representative on a Committee

- (1) Nominations for position(s) of Board representative on a specific Committee will be called for in the agenda papers for the meeting and nominations will be made at the meeting, provided nominator, seconder and nominee are all in attendance.
- (2) Voting members at the meeting will receive a specially-prepared ballot paper, on which they will write the nominees for Board representative.
- (3) If only one position on the Committee is to be filled, the voting system will be preferential and will proceed in a manner similar to that for electing one Deputy Chair.
- (4) If more than one Board representative position on the Committee is to be filled, the manner of voting described in 6.3g(3) below for the election of School and Faculty Representatives will be used.

g. Procedure for electing School and Faculty Representatives

The Head of each School or Pro Vice-Chancellor/ Dean is to appoint a Returning Officer who is not an academic staff member.

(1) Nominations of candidates

- (i) the Returning Officer publishes a Call for nominations by email to all academic staff members, allowing at least 14 days until the deadline for receipt of nominations;
- (ii) a nomination must be endorsed by two academic staff members in the school/faculty and by the person nominated;
- (iii) there must be a separate nomination for each person nominated;
- (iv) the Returning Officer must reject a nomination paper if the Returning Officer is satisfied that it is not made in accordance with this clause;
- (v) a candidate nominated for election may not withdraw nomination after the deadline for receipt of nominations.

(2) Election

- (i) where the number of accepted nominations for the election does not exceed the number of vacancies to be filled, the Returning Officer must declare the person or persons nominated to be elected;
- (ii) where the number of accepted nominations of the election exceeds the number of vacancies to be filled, the Returning Officer must provide voting papers or electronic voting access and notice to all Academic Staff members in the school/faculty;
- (iv) the notice must:
 - specify the manner in which the voting paper (or electronic voting) is to be completed; and
 - state the date and time by which the completed voting paper/vote must be received by the Returning Officer.

(3) Manner of Voting

- (i) a voter must place a cross in the square appearing opposite the name of each candidate for whom that voter intends to vote (not rank the candidates);
 - (ii) a voter must not vote for more or fewer candidates than there are vacancies to be filled at the election;
 - (iii) if a voter votes for more or fewer candidates than there are vacancies to be filled at the election, the vote is informal.
- (4) Voting Security
- (i) voting papers are to contain the names of candidates in random order determined by lot by the Returning Officer.
 - (ii) the process of voting must be secure, such that:
 - only persons eligible to vote do vote;
 - a voter is able to vote once and once only, and
 - after assessing the eligibility of the voter to vote, the identity of the voter is separated from their vote; and
 - the votes are stored securely to ensure an accurate count.
- (5) Counting of Votes.
- (i) The result of the ballot is calculated by the Returning Officer in accordance with the following provisions:
 - The Returning Officer must reject any votes that do not comply with the requirements of these Standing Orders;
 - If votes are not counted electronically, then the Returning Officer must count the total number of votes given to each candidate;
 - The candidate(s) polling the highest number of votes is to be declared elected;
 - Where the number of candidates to be elected is more than one, the candidate polling the next highest number of votes after the first candidate declared elected is also to be declared elected.
 - (ii) if the total number of votes received by two or more candidates for any vacancy is equal and it is necessary to exclude one or more of them in respect of that vacancy, then the Returning Officer must write each name on a slip of paper, fold the slips, place them in a receptacle and draw out a slip at random. The candidate whose name appears on the slip drawn out is declared elected.

b. Procedure for electing Student Representatives

The Chair will appoint a Returning Officer.

(1) Nominations of candidates

- (i) the Returning Officer publishes a Call for nominations by email on the first day of Week Three of Trimester One to all enrolled students members, allowing at least 14 days until the deadline for receipt of nominations;
- (ii) a nomination must be endorsed by two enrolled students from the same constituent group (which are undergraduate (on-campus). undergraduate off-campus, postgraduate on-campus, and postgraduate off-campus);

- (iii) there must be a separate nomination for each person nominated.
 - (iv) the Returning Officer must reject a nomination paper if the Returning Officer is satisfied that it is not made in accordance with this clause.
 - (v) a candidate nominated for election may not withdraw nomination after the deadline for receipt of nominations.
- (2) Election
- (i) where the number of accepted nominations for the election does not exceed the number of vacancies to be filled, the Returning Officer must declare the person or persons nominated to be elected.
 - (ii) (where the number of accepted nominations of the election exceeds the number of vacancies to be filled, the Returning Officer must provide voting papers or electronic voting access and notice to all students.
 - (iii) the notice must:
 - specify the manner in which the voting paper (or electronic voting) is to be completed; and
 - state the date and time by which the completed voting paper/vote must be received by the Returning Officer.
- (3) Manner of Voting
- (i) a voter must place a cross in the square appearing opposite the name of each candidate for whom that voter intends to vote (not rank the candidates);
 - (ii) a voter must not vote for more or fewer candidates than there are vacancies to be filled at the election;
 - (iii) if a voter votes for more or fewer candidates than there are vacancies to be filled at the election, the vote is informal.
- (4) Voting Security
- (i) voting papers are to contain the names of candidates in random order determined by lot by the Returning Officer.
 - (ii) the process of voting must be secure, such that:
 - only persons eligible to vote do vote;
 - a voter is able to vote once and once only, and
 - after assessing the eligibility of the voter to vote, the identity of the voter is separated from their vote; and
 - the votes are stored securely to ensure an accurate count.
- (5) Counting of Votes.
- (i) The result of the ballot is calculated by the Returning Officer in accordance with the following provisions:
 - The Returning Officer must reject any votes that do not comply with the requirements of these Standing Orders;
 - If votes are not counted electronically, then the Returning Officer must count the total number of votes given to each candidate;
 - The candidate(s) polling the highest number of votes is to be declared elected;

- Where the number of candidates to be elected is more than one, the candidate polling the next highest number of votes after the first candidate declared elected is also to be declared elected.
- (i) if the total number of votes received by two or more candidates for any vacancy is equal and it is necessary to exclude one or more of them in respect of that vacancy, then the Returning Officer must write each name on a slip of paper, fold the slips, place them in a receptacle and draw out a slip at random. The candidate whose name appears on the slip drawn out is declared elected.

6.3 Observers are not entitled to vote in Board elections.

7. Questions

7.1 Questions relating to the affairs of the University may be put through the Chair to any member present. The Chair may disallow any question. Subject to Order 3.4, answers to questions may not be debated or lead to a motion at that meeting.

8.0 The Chair

8.1 The Chair shall preside over the meeting and shall:

- a. conduct the proceedings in the manner indicated by the Standing Orders and give all members present an opportunity of speaking and of voting;
- b. take care that the sense of the meeting is properly ascertained with regard to any matter before it;
- c. put motions and amendments to the vote and report the result of the vote;
- d. require a speaker who, in the Chair's opinion, is being unduly verbose or who is not keeping to the point under discussion to cease speaking;
- e. refuse to accept motions and amendments which are not couched in clear terms;
- f. require withdrawal of offensive statements or statements which impute improper motives;
- g. preserve order and prevent interference to speakers by private talk or heckling remarks;
- h. require a person who persists in being disorderly to withdraw from the meeting.

8.2 The Chair may not adjourn the meeting to prevent its coming to a decision. The Chair may not refuse to accept an amendment that is in proper form and relates to a motion under discussion.

8.3 Any member disagreeing with a ruling from the Chair may move as follows.

- a. "That the Chair's ruling be dissented from". No seconder is required.
- b. A dissent motion must be moved immediately after the ruling is given.
- c. Upon such a motion being moved, a Deputy Chair shall take the Chair.
- d. The question shall be put in the form: "That the Chair's ruling be upheld". (Those disagreeing with the ruling vote "No".)
- e. The member disagreeing with the ruling may speak to the matter, and the Chair may reply. Both speakers are to conclude their remarks within five minutes. The motion

shall then be put and decided, the Chair shall resume presiding over the meeting and proceedings shall be continued in accordance with the will of the meeting.

9. Records of Meetings

9.1 Minutes of all proceedings of the Board and its Committees shall be stored in electronic and hard copy form. The business paper and the approved minutes of each meeting shall be recorded in the University's electronic records management system and shall be placed on the Academic Board website. Any properly formatted policy or procedure arising from a meeting, once approved by Council, shall also be recorded in the University's electronic records management system and shall be placed on the UNE Policy website. [refer also to sections 13 and 14 of these Standing Orders, for how confidential matters will be handled in the recorded minutes.]

9.2 The minutes shall record:

- a. The nature of the meeting, whether ordinary, special, or adjourned
- b. The date, time and place of the meeting.
- c. The name of the person who held the chair and a record of the number of members and observers present and of persons present by invitation.
- d. A summary of the business conducted at the meeting including in the case of a motion which is carried -
 - (1) a brief statement of the discussions surrounding the motion, followed by the motion as carried; and
 - (2) a statement, if appropriate, that the motion was carried *nem con*; or
 - (3) at the request of any member, a notation that he/she wished their dissent or abstention to be recorded.

9.3 Unless the Chair or the Board directs otherwise, a record of the following matters need not be included:

- a. the names of the mover and seconder, if any, of a motion.
- b. any motion which is lost or withdrawn.
 - a. any motion moved while the Board is conducting its business pursuant to Orders 4.1 and 4.2 which is not seconded.
 - b. except in the case where the Vice-Chancellor or the mover of a motion has made a formal statement for report to the Council or elsewhere, the views expressed by an individual member.

A record of the matters set out in paragraphs 9.3 (a) and (b) of this Order shall be kept in respect of any business of the Board conducted under the provisions of paragraphs 4.1 and 4.2.

9.4 A member may within two days after any meeting submit to the Chair through the Secretary a brief statement of the views expressed at the meeting upon any matter. Such statement may or may not be included in the minutes at the discretion of the Chair.

9.5 The minutes of each meeting shall be submitted to the following meeting for confirmation. Debate on a motion that the minutes be confirmed shall be limited to the accuracy and adequacy of the minutes as presented, and the only motion which may be submitted during such debate shall be a motion that the report be amended to correct

mis-statements or to record more adequately the proceedings of the previous meeting. Except with the permission of the Chair or the meeting, a member may not request that a statement attributed to himself be included. A matter decided at a previous meeting cannot be reopened during debate on a motion to confirm the minutes of that meeting.

9.6 The minutes when confirmed shall constitute a true record of the proceedings of the previous meeting.

10 Release of Information

10.1 The Chair may make available for the information of such members of the University and in such manner as the Chair may direct such part of the minutes of the Board as the Chair considers not to be confidential to members of the Board.

11. Conduct of Members and Observers

11.1 A member shall:

- a. be confined to speak only on the matter before the Board;
- b. not, before the Board, make offensive statements or impute improper motives to other members;
- c. when called to order by the Chair, cease speaking and sit down until the question of order is decided;
- d. except with the permission of the Chair or the Board, not remain in a meeting when any matter relating to that member personally (other than a motion that the member be censured) is under consideration.

11.2 No motion that a member of the Board be censured by the Board shall be debated by the Board unless written notice of that motion, including a brief statement of the matters alleged against the member, shall have been given to the member to be censured at least five clear working days in advance of the notice of the meeting being issued. The member must be informed that they have the right of reply, if they so desire. The written notice of the meeting must specify the intention to move the motion of censure and must include the member's written reply (not to exceed 1000 words) if such has been provided. If the member charged elects to answer the charges during oral debate, such reply shall be the final contribution to the debate.

12. Observers

12.1 Meetings of the Academic Board may be attended by people officially listed as observers as well as by any other person approved by the Chair to attend the meeting as an observer. Observers at an Academic Board meeting will be entitled to see and hear the proceedings of the Board and will have the right to contribute to debate at Board meetings.

12.2 Observers at Board meetings may be required to leave the meeting by the Chair, or by majority vote of Board members, or when the Board considers any confidential business.

13. Matters Considered as Confidential Business

13.1 The Board shall consider the following matters as *confidential business*:

- a. any matter listed as confidential on the business papers or in the report of the Board;
 - b. any personal matter affecting an individual staff member (*confidential student matters* are handled by the Standing Committee of Academic Board, as described in section 14);
 - c. any business negotiation or other financial matter which the University would define as “commercial-in-confidence” or which might allow any person to profit;
 - d. any matter determined by the Chair or Vice-Chancellor to be best dealt with as confidential business, or
 - e. any other matter agreed by a majority of the Board members.
- 13.2 Any papers relating to a confidential matter will be placed in a separate agenda document, appropriately labelled, which will be circulated only to voting members of the Board (i.e., not to observers).
- 13.3 Discussion of confidential matters at a meeting of the Board shall occur after all non-confidential business has been concluded. Observers will depart the meeting prior to commencing discussion of the confidential matters. The Chair has discretion to ask that a specific observer remain for confidential matter discussion if he/she determines that their input would be directly pertinent to the discussion to be undertaken.
- 13.4 A member of the Board shall not, without the prior approval of the Chair, directly or indirectly disclose any information concerning the matters described under Order 13.1, received by virtue of membership of the Board, to any person who is not a voting member of the Board. Any breach of this rule constitutes breach of confidence, which will be dealt with by the Chair in a manner deemed appropriate to the severity of the breach.
- 13.5 Disclosure or discussion of information concerning any Board-related matters, other than those described under Order 13.1, with a person who is not a member of the Board, does not constitute a breach of confidence.
- 13.6 The formal electronic-record minutes of the meeting will summarise the outcomes for matters identified as confidential but the version of the minutes to be placed on the web will have all references to confidential matters removed.

14. Standing Committee of Academic Board

- 14.1 The chief committee of the Academic Board is the Standing Committee, which has a prescribed membership and terms of reference (see the Academic Board website. The membership and terms of reference for the Standing Committee will be reviewed as and when all other committees of the Board are reviewed.
- 14.2 The Standing Committee shall exercise any of the powers of the Board in respect of all urgent matters which require determination before the next such meeting. The Standing Committee, on behalf of the Board, shall also take responsibility for all quality assurance and risk management related matters.
- 14.3 Any action taken by the Standing Committee of the Academic Board shall be reported to the Board at its next ordinary meeting.
- 14.4 The Standing Committee, rather than the full Academic Board, shall deal with all matters designated as *confidential student matters*. Confidential student matters will include any

matter, which in the judgment of the Chair, relates to a potentially negative outcome for a student (e.g., invocation of a relaxing clause, termination of candidature).

14.5 The Standing Committee will:

- a. report any recommendations regarding confidential student matters directly to Council, for inclusion in the Council's Confidential Business Paper, and
- b. report to the Board only the relevant agenda Item title and recommendation without reference to the student's name or student number. (i.e. the minutes would refer to 'X confidential student matter was actioned by the Standing Committee.' The version of the minutes to be placed on the web will have all references to confidential student matters removed.

15. Amendment of Standing Orders

15.1 These Standing Orders may be amended only by a motion of which due notice of motion has been given by a member of the Board.

16. General

16.1 Any matter of procedure which is not dealt with in these Standing Orders shall be determined by decision of the Chair.

16.2 Any power conferred on the Chair by these Standing Orders may, in the Chair's absence, be exercised by a Deputy Chair or, in the absence of the Chair and both Deputy Chairs, by the person chairing the meeting.

16.3 These Standing Orders shall apply at every meeting of the Board unless the Board, by an absolute majority of its members, resolves that any part of these Orders be suspended for the whole or any part of a meeting.

17. Other Committees of Academic Board and the University

17.1 The following comprise specifically constituted Committees of Academic Board with defined terms of reference and membership (see the Academic Board website for specific details):

- a. Teaching & Learning Committee
- b. Research Committee
- c. Higher Degree Research Committee
- d. Academic Program Committee

17.2 The following comprise University Committees which are heavily involved in managing business relevant to the Board and/or implementing policies developed by the Board and approved by Council.

- a. Special Studies Program Committee
- b. Undergraduate Scholarships Committee
- c. Academic Promotions Committees

18. Hierarchy of Work and Communication between Committees and the Board

18.1 Each of the Committees listed under Order 17.0 is expected to send periodic reports, proposed policies and procedures and recommendations to Academic Board.

18.2 For any recommendation arising from these Committees, the Board's expectation should be that most, if not all, of the hard development and deliberation work, including appropriate consultations, will have been undertaken by that Committee prior to being forwarding to the Board for endorsement.

19. General Roles/Responsibilities of Elected and Ex-Officio Board/Committee Members

19.1 Elected and ex-officio members of the Academic Board have the following roles and responsibilities:

- a. attend meetings, fully prepared having read all relevant documents, on a regular basis;
- b. actively contribute to discussions at meetings;
- c. serve as a communication conduit to their Faculty, Division or area, regarding actions, policies and new developments of the Board or Committee, as appropriate;
- d. organise for feedback to be provided on actions, policies and new developments, when requested;
- e. clearly distinguish between views/contributions/feedback they are providing as an individual and views/contributions/feedback they are providing with the intention to represent their Faculty/Division/area constituency; and
- f. declare, at the outset of a meeting of the Board or its committees, any conflict of interest they might have with any matter on the agenda.

19.2 Elected members of the following Committees have additional roles and responsibilities which are more fully spelled out in other supplementary documentation and induction materials.

- a. Higher Degree Research Committee – additional roles and responsibilities
 - (1) be fully familiar with the research Master, PhD, Professional Doctorate and Higher Doctorate rules and procedures;
 - (2) closely read examiners' reports on research Master, PhD, Professional Doctorate or Higher Doctorate theses/portfolios arising from within their own Faculty;
 - (3) summarise these reports at the Committee meeting; and
 - (4) provide a preliminary recommended outcome.
- b. Special Studies Program Committee – additional roles and responsibilities
 - (1) be fully familiar with the Special Studies Program policy and procedures;
 - (2) attend the information session offered each semester for intending applicants for study leave;
 - (3) be a point of contact for all staff members in their Faculty to consult with during application preparation;
 - (4) summarise each application from their Faculty at the Committee meeting; and
 - (5) provide a preliminary recommended outcome.
- c. Academic Promotions Committees – additional roles and responsibilities
 - (1) be fully familiar with the Promotions policy and procedures;
 - (2) attend the briefing session offered each year for Committee members;

- (3) attend the Committee meeting fully prepared with all applications having been read and given a preliminary rating for each criterion area;
- (4) maintain an objective, impartial and unbiased attitude during all discussion and question sessions; and
- (5) maintain their isolation from any applicant seeking promotion (as well as from their supervisor and any assessors) whose case will be considered by the elected member's Committee.

d. Academic Program Committee – additional roles and responsibilities

- (1) be fully familiar with the University's new/amended course and unit application procedures;
- (2) be fully familiar with the requirements of the Australian Qualifications Framework;
- (3) attend the briefing session offered each year for Committee members; and
- (4) maintain an objective attitude during all discussion and question sessions.

19.3 Individual Committees may evolve new roles and responsibilities for elected members from time to time and these will be fully described in supplementary documentation and induction materials.

Academic Quality Management Policy (SED08/115)

Document data

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Responsibility for review:	Academic Board Teaching and Learning Committee, in Consultation with the Vice-Chancellor's Committee
Related policies or other documents:	UNE Strategic Plan, Guidelines for Unit and Course Monitoring, Guidelines for Course Review, Guidelines for School Review, Procedures for Schools and Review Panels

Rationale and Scope

The purpose of this policy is to define and establish the University's approach to management of the quality of its academic activities, to ensure systematic monitoring and improvement of its teaching and learning policies, procedures and activities. This policy applies to all academic activities of the University of New England and any associated teaching partnerships.

Definitions

Unit and Course Monitoring: The annual collection of data about courses and units, using key performance indicators, to analyse the student profile, demand, student feedback, assessment outcomes, resources, and graduate outcomes. Monitoring provides the opportunity to address the strengths and weaknesses of a course or unit through annual enhancement plans.

Course Review: The in-depth evaluation of an academic program, including the course structure and alignment of learning objectives to learning outcomes, in the context of the University's strategic priorities, the currency of the curriculum, changes to the discipline, quality of teaching and learning including assessment, student perceptions and feedback, and feedback from relevant professional, accrediting and employer groups.

School Review: The periodic assessment of a School's academic performance, management and planning, incorporating review of the courses and discipline/s which are integral to the academic activities of the School.

Performance Indicators: Qualitative and quantitative data measures which provide a framework for measuring the extent to which performance objectives are being achieved on an on-going basis.

Quality Assurance: The ongoing, internal process of assessing a university's outcomes against its aims.

Quality Improvement: The use of tracking processes on agreed quantitative and qualitative measures in order to identify processes which are working well and those which may be enhanced.

Quality Management: A system which integrates effective strategic planning with quality assurance and quality improvement activities to monitor a university's performance against its plans.

Benchmarking: The use of qualitative and quantitative measures to place achievement of objectives within a broader environmental context, enabling the assessment of an institution's performance in both comparative and absolute terms.

Standards: An agreed specification or other criterion used as a rule, guidelines or definition of a level of performance or achievement.

Principles

The goal of the Academic Quality Management System is to assist the University to formulate strategies for continuous improvement and quality assurance of its academic activities, within the context of the strategic priorities established via its planning methodology.

The Academic Quality Management System is based on a culture of continuous improvement based on the four-stage quality cycle of Plan, Act, Evaluate, Improve, defined as:

Plan: denotes formal planning at all levels including university level strategic planning and planning by organisational units. At the team and individual level it reflects the planning undertaken by project and over time, including yearly or daily planning.

Act: includes all the intentional activities that are undertaken to meet objectives, implement plans and produce outcomes.

Evaluate: incorporates two aspects: monitoring and review. *Monitoring* is a short and medium term activity mainly for management, formative and developmental purposes. It may use formal or informal methods and make use of existing data, or generate new data. Action and monitoring usually develop together, informing each other, hand-in-hand. *Review* is a longer term and more formal process that has both formative and summative purposes.

Improve: identifies the process by which the results of evaluation - both monitoring and review - are fed back in order to generate improvement. This may cause modification to an existing plan or development of a new plan, and thus the cycle commences once more.



- Integration of strategic priorities with the operational processes of the University;
- A focus on improvement, enhancement and regular, constructive reflection leading to change;
- An understanding that quality is a goal common to all members of the university;
- The designation of accountabilities for action;
- The use of meaningful indicators to measure performance and outcomes; and
- Openness of reporting on quality assurance and quality improvement activities across the University.

Policy

1. Strategic Planning and Quality

- 1.1 Strategic Planning is an essential component of the University's quality management system. The University Strategic Plan establishes the top-level Vision for the University and priority areas for the institution to work towards, accompanied by action and implementation plans which are systematically reviewed and measured.
- 1.2 The University's Strategic Plan operates on a five year cycle, and involves annual monitoring of goals and strategies against outcomes. Overall accountability for implementing the Strategic Plan and its strategies rests with the Vice-Chancellor and the executive management of the University.
- 1.3 In addition to the Strategic Plan, the University develops a range of subsidiary plans for action in particular areas. The subsidiary plan which guides the development of academic priorities and plans is the Teaching and Learning Plan.
- 1.4 The Teaching and Learning Plan develops strategies, actions and measurable targets which follow visibly from the Strategic Plan. The University measures and reports its performance and outcomes against its stated aims. Prioritisation to achieve the goals in each of the Strategic and subsidiary plans occurs through operational planning. These are revised annually.

2. Framework for Assuring the Quality of Units, Courses and Schools

2.1 Evaluation of the University's undergraduate and postgraduate units and courses occurs through the processes of monitoring and review.

2.2 Unit and Course Monitoring

2.2.1 Units and Courses are monitored annually through the Unit and Course Monitoring process. The aim of monitoring is to determine priority initiatives for enhancement of the course / unit.

2.2.2 Annual monitoring provides the opportunity to respond promptly to both positive and negative student feedback, to changes in the student profile or disciplinary environment, and to make changes which are in line with the University (and School and Faculty) strategic priorities – which are also monitored and updated annually. Annual monitoring also assists individuals' performance monitoring processes and provides evidence of achievement which academic staff can use in promotions processes or when applying for teaching and learning awards or grants.

2.2.3 Ensuring that annual monitoring occurs is the responsibility of:

(a) for Units, the Unit Coordinator, under the direction of the Head of School/Faculty Academic Director as appropriate;

(b) for Courses, the Course Coordinator, under the direction of the Head of School / Faculty Academic Director as appropriate.

2.2.4 Unit and course monitoring involves the analysis of key performance indicators such as enrolment, progression, pass rates, grade distribution, completion, admission standards, preferences, attrition, course experience data, graduate survey data, unit evaluations and financial data, intended to build a profile of the ongoing sustainability and quality of the unit or course and where relevant to ensure improvement.

2.2.5 Unit and course monitoring is based on performance on key performance indicators against agreed standards and using established benchmarking processes. It is undertaken at least once a year.

2.2.6 Unit and course monitoring of the University's international activities involves analysis using key performance indicators and processes outlined in 2.2.4 and 2.2.5, plus processes the University has in place for the quality assurance of its international activities.

2.2.7 Unit and course monitoring is managed by the Head of School to whom ownership has been assigned, in conjunction with the Faculty Academic Director, Faculty PVC/Dean, PVC (Academic) and Deputy Vice-Chancellor.

2.2.8 In circumstances where a unit or course involves significant cross-School teaching load the Head of School, in conjunction with the PVC /Dean or Deans, will consult with all stakeholders in the unit or course during the monitoring process.

- 2.2.9 Each School will provide a report of its monitoring outcomes to the PVC/Dean who will discuss the outcomes in a meeting with the Head of School, Faculty Academic Director, PVC (Academic) and DVC.
- 2.2.10 A consolidated report of the monitoring process will be presented through Academic Board Teaching and Learning Committee to Academic Board and Council.
- 2.2.11 The Head of School will ensure that action plans are linked to the strategic priorities of the University, the Faculty and the School.

Attachment: *Guidelines for Unit and Course Monitoring*

2.3 Course Review

- 2.3.1 An in-depth Course Review is an optional process to ensure continuing high quality, relevant, viable courses.
- 2.3.2 Course Review may be periodic (ie once every 3 – 5 years) or triggered by a University-wide or School-specific strategic priority.
- 2.3.3 Course Review under this policy will not be required in cases where external professional or accrediting bodies demand periodic reviews of specific courses.
- 2.3.4 The unit of review may be a course (eg the Bachelor of Rural Science), a suite of courses (eg the graduate certificate, graduate diploma and masters level postgraduate awards) or a group of cognate majors or sequences of study.
- 2.3.5 Course Review involves evaluating the academic program of an award – the course structure, alignment of learning objectives to learning outcomes and assessment, in the context of the University’s graduate attributes, currency of the curriculum, changes to the discipline, quality of teaching and learning including assessment, student perceptions and feedback, and feedback from the relevant professional, accrediting and employer groups.
- 2.3.6 Approval to proceed with a Course Review is provided by the Academic Board Teaching and Learning Committee following endorsement of the Head of School. The need for Course Review is established through the annual curriculum monitoring process and forms part of the Action Plan arising out of this process.
- 2.3.7 The results of the Course Review, including an Implementation Plan, are reported through the Academic Board Teaching and Learning Committee to the Academic Board. Academic Board Teaching and Learning Committee monitors the implementation of the Review recommendations and reports on it to the Academic Board.
- 2.3.8 The Head of School, in conjunction with the Course Coordinator, is responsible for implementing the recommendations of the Review committee.

Attachment: *Guidelines for Course Review*

2.4 Reviews of Schools

- 2.4.1 School Reviews provide a forum for regular periodic self-assessment by the School and external assessment by a panel of peers of the School's academic performance and planning, incorporating review of the courses and discipline/s which are integral to the academic activities of the School.
- 2.4.2 The School Review process is overseen centrally at all stages by the Pro Vice-Chancellor (Academic), who liaises with the School on matters relating to the review. Standing Committee of Academic Board oversees the scheduling, establishment, execution and implementation of School Review processes and outcomes on behalf of the Academic Board.
- 2.4.3 Schools are reviewed under this policy at least once every five years.
- 2.4.4 School Reviews are undertaken by a review panel, membership of which is approved by the Standing Committee of Academic Board on the recommendation of the Vice-Chancellor's Committee, with substantial membership from outside the University.
- 2.4.5 Terms of Reference for each Review are endorsed by the Standing Committee of Academic Board on the recommendation of the Vice-Chancellor's Committee. School performance will be reviewed in the context of University, Faculty and School plans and the improvements made in the School since its previous review. Teaching, research and community service performance of the School will be analysed in the context of current and anticipated future developments in its constituent discipline/s. Specifically the review will assess:

Teaching and Learning:

Achievements relating to teaching will particularly focus on the quality, scope, focus, direction and balance of the School's courses and teaching at undergraduate and postgraduate levels in light of agreed teaching and learning indicators, which may include (but not be limited to): enrolment trends, attrition rates, success rates, student and graduate satisfaction and the perception of key external stakeholders, and comparisons with alternative programs within Australia, and the award and application of teaching grants monies;

Research:

Achievements relating to research will particularly focus on the research performance of the School and its constituent disciplines, including their research activity, quality and impact, outcomes, awarded research grants, research publications, consultancies and research training quality;

Community Service and Professional Relationships:

Achievements relating to service to the University, the community and the constituent discipline/s will particularly focus on the role played by the School and its constituent disciplines in relation to its relevant industries, professions, professional associations, partners and the community;

School Operations, Management, Administration and Relationships:

Operations of the School will focus on internal management, organization, administration and staffing arrangements of the School in the context of its functions and resource allocation, and

the effectiveness of the School's use of resources in relation to accommodation, space, and teaching and research equipment and facilities. It will also focus on the key relationships and dependencies that exist between the School and other schools and administrative directorates of the University. It will also comment on the performance of the School in providing an effective working and learning environment for staff and students.

- 2.4.6 The overall composition of the School Review panel should aim to provide as broad coverage as possible of all the major disciplines in the School. The School Review panel may comprise:
- At least two (not more than three) external members with nationally / internationally recognized expertise from relevant disciplines or professional fields;
 - One Head of School from another Faculty of the University;
 - The Faculty PVC/Dean or nominee;
 - At least one (not more than two) representative/s of the relevant profession/s or employer group/s.
- 2.4.7 The Pro Vice-Chancellor (Academic) receives the Review Report and provides feedback on key issues to the Vice-Chancellor's Committee. The Pro-Vice-Chancellor (Academic) circulates the Report to:
- Members of the Vice-Chancellor's Committee;
 - The Faculty Academic Director;
 - The Head of School; and
 - Members of the School reviewed.
- 2.4.8 The Review Report and a response by the School are considered by the Vice-Chancellor's Committee and the Standing Committee of Academic Board.
- 2.4.9 The PVC/Dean of the relevant Faculty works with the Head of School to formulate an Implementation Plan, which is then forwarded to Vice-Chancellor's Committee for discussion. The Report and Implementation Plan are then forwarded to Standing Committee of Academic Board for endorsement, from there to Academic Board for endorsement, and from there to Council for approval.
- 2.4.10 The Head of School, under the direction of the PVC/Dean of the relevant Faculty, is responsible for implementing the recommendations of the Review panel.

Attachment: Guidelines for School Reviews