

Higher Education

Agreed Faculty Academic Structures and Roles

October 2006

1. Introduction

This document represents a 2006 update of the “Higher Education Agreed Faculty Academic Structures and Roles 2005” paper. The following brief descriptions of agreed Faculty academic structures, roles, committees and associated nomenclature is not exhaustive, but it is intended to provide guidelines to Faculties and also to act as a guide to wider areas of the University, especially when putting together policies, procedures and general University documentation that refer to HE Faculty academic structures and roles.

The Sections below briefly describe various roles in Faculties, but do not include any specific arrangements for time allocations or salary loadings. Time allocations, where appropriate, may vary and will be set within Faculties in agreement with the document “Academic Workload Models: Common Guidelines for Higher Education”. Agreed salary loadings are described in the document “Role Specific Loadings in Higher Education”. Both these documents may be obtained from the Higher Education website at <http://www.swinburne.edu.au/hed/>.

2. Academic Management Roles in Faculties

The following are identified academic management roles that will be common to all Faculties, though detailed responsibilities may differ to suit the nature and size of particular Faculties.

a. Dean

As detailed in the Position Description for the appointment of Deans, the Dean of each Faculty provides academic leadership and executive management to the Faculty. He/she is responsible for the strategic and operational development of the Faculty, working closely with the Deputy Vice-Chancellor (Higher Education) and other Deans to advance the Higher Education sector and Swinburne University of Technology. As Heads of Academic Units, Deans hold responsibility for a number of roles related to the management and assessment of teaching and research programs and the awarding of qualifications, as detailed in the University's Policies and Procedures.

b. Deputy Dean

As detailed in the Position Description for the appointment of Deputy Deans, the Deputy Dean is responsible to the Dean and assists her/him in managing all aspects of the teaching and learning operations and strategy of the Faculty, consistent with the strategic direction and learning & teaching priorities of Higher Education and the University. Areas in which the Deputy Dean assists the Dean include but are not limited to the allocation of teaching duties, teaching strategies, quality assurance, curriculum development, program accreditation and reaccreditation, academic professional development, and Faculty responsibilities related to academic Policies and Procedures especially in the area of Assessment and Appeals. The Deputy Dean chairs the Faculty Academic Committee, and acts as Dean in his/her absence.

c. Associate Dean (Research)

The previous title of Deputy Dean (Research) is being phased out and replaced with the title Associate Dean (Research). The Associate Dean (Research) is responsible to the Dean and assists her/him in managing all aspects of the Faculty's research strategy and operations, and leads strategic planning for and direction of research within the Faculty, consistent with the strategic direction and research priorities of Higher Education and the University. The Associate Dean (Research) oversees the maintenance of research facilities and the supervision of research students in the Faculty, chairs the Faculty Research Committee, and liaises with the Pro Vice Chancellor (Research).

d. Associate Dean (International)

The details of this role will vary between Faculties, but as directed by the Dean and in liaison with the Pro Vice Chancellor (International), the Associate Dean (International) has responsibilities related to international student recruitment, the establishment, maintenance and quality assurance of international programs, and other international initiatives and links. Where their responsibilities include Faculty involvement in Swinburne

University Sarawak operations, Associate Deans (International) will liaise with the Pro Vice Chancellor (Sarawak).

e. Director, Industry Liaison

The details of this academic role will also vary between Faculties. As directed by the Dean, the Director, Industry Liaison will coordinate industry liaison activities for the Faculty (which may include liaison with Government and professional organisations) with a particular focus on research liaison, and also provide academic oversight of cooperative education activities (including IBL, IP, internships and IAESTE, where appropriate). The Director, Industry Liaison will either manage or work closely with the IBL or other cooperative education administrative manager(s) and ensure that the Faculty Academic Committee receives regular reports on cooperative education programs.

f. Education Development Coordinator

The primary responsibility of an EDC is to assist the Deputy Dean in meeting individual learning & teaching and curriculum needs and priorities of their Faculty, in accordance with the Unit's and Division's strategic plans, and as agreed upon with the Dean. The details of this role will also vary between Faculties. EDCs also commonly act as an operational 'learning & teaching contact point' within the Faculty for the rest of the University.

3. Academic & Research Group Roles

The particular roles of Academic and Research Groups are outlined here but note that these groupings are likely to overlap, as should increasingly be the case if the aims of the reorganisation are to be realised, as discussed above.

In Sections 4.1 and 4.2 we give the generic HE-wide terms to be used for various groupings and roles within Faculties. Due to historical or marketing reasons and to aid flexibility, it is recognised that in limited and special cases some local variations to these terms may exist within Faculties, but all HE-wide policies and procedures, and associated documentation and communications will normally use the generic terms given below.

4.1 Academic Groups

In the new Faculty structures, Deans will approve the formation of Academic Groups, which may include one or more existing discipline groups of academic staff who have teaching responsibilities other than that of supervising research students and projects. As part of the desired outcomes of the reorganisation, it is intended that where possible, small and related discipline groups be combined into larger Academic Groups. The rationale is to provide a critical mass sufficient to enable their interests to be represented effectively at Faculty level but also to encourage cross-disciplinary collaboration that may result in innovative program combinations.

a. Heads of Academic Groups

Heads of Academic Groups (HoAG) are appointed at the discretion of the Dean, and the assignment of HoAG roles is subject to periodic review by the Dean. HoAGs may or may not also be Research Leaders – this is likely to depend on the amount of overlap between academic and research group membership and activities, and the interests and areas of expertise of the individuals involved.

HoAGs have a major responsibility to support the role of the Deputy Deans in their Faculties. They also carry overall responsibility for program coordination of all teaching programs assigned to their Academic Group. These can include full coursework degrees (U/G and P/G) or majors or minors, or service disciplines such as Mathematics and Physics. Academic programs that allow choice of majors and minors, such as the BA or BBus, will be assigned to a specific Academic Group to oversee.

Where more than one program is assigned to an Academic Group, day-to-day responsibility for these may be delegated by the HoAG to members of that group who will act as Program Coordinators. This implies that an Academic Leader may not necessarily be a Program Coordinator, but in any case will have overall responsibility for the Program Coordinators in their Academic Group.

The role of the Head of Academic Group includes:

- Providing visionary and strategic academic leadership to members of the Academic Group,
- Advising on teaching staff requirements to the Dean,
- Support the role of the Deputy Dean as required,

- Advising the Deputy Dean on teaching workload allocations of staff in the Group,
- Assisting with the management of teaching staff, including sessional staff (including participation on staff selection panels, induction of new staff and assisting with the PPRD process),
- Mentoring of academic staff members within the Group including conducting regular Group meetings,
- Strategic development of teaching programs,
- Facilitating the activities of subject convenors and program coordinators to ensure the effective delivery of academic programs,
- Coordination with marketing,
- The conduct of relevant Course Advisory Committees and seeking more general industry feedback and input into teaching programs,
- Quality assurance, e.g. Student Surveys, Course Performance Reports, use of Blackboard,
- Liaison with other Academic Groups, Faculties and Divisions as required,
- Representation on the Faculty Academic Committee,
- Curriculum development, including liaison with University and Divisional curriculum initiatives,
- Advising the Dean on physical resources needed for Academic Groups,
- Coordination with technical support,
- Advising the Faculty Timetable Officer and Deputy Dean as appropriate on timetabling requirements, and
- Review and renewal of assigned degree programs including internal and external accreditation and reaccreditation.

With the approval of the Dean, it is understood that some of these responsibilities may be delegated to Program Coordinators or other members of the Academic Group. In the case of a large Academic Group, some of these responsibilities may be delegated to a Deputy Head of Academic Group, as designated by the Dean. In all cases the HoAG retains overall responsibility for these issues, and the HoAG or their delegate represents the Group on the Faculty Academic Committee.

b. Program Coordinators

A Program Coordinator is directly responsible for a particular teaching program (which may be a nested suite of courses) and works together with a Program Panel of key teaching staff. The Dean either appoints Program Coordinators or delegates this responsibility to the Deputy Dean, in either case in consultation with Academic Leaders, and assignment of Program Coordinator roles is subject to regular review.

The role of Program Coordinator has previously carried several titles in the Division (course coordinator, program manager, program coordinator, program director ...). Some of these titles may continue to be used locally or for external marketing purposes, but to reduce confusion for staff and students alike, it is to be understood that the Divisional wide title will now be 'Program Coordinator' and that Divisional or University-wide policies, procedures, associated documents and communications will use that term.

Program Coordinator responsibilities include:

- Advising the HoAG on issues related to the Program concerned,
- Advising students on academic matters (in close collaboration with relevant administrative staff),
- Chairing regular meetings of the Program Panel, and developing a team approach among the academics involved to the conduct and promotion of the Program,
- Normally acting as Selection Officer for the Program concerned,
- In collaboration with the HoAG, preparation of accreditation, reaccreditation, minor and major course change documentation, managing rules for advanced standing and other program-specific rules and procedures,
- Contributing to program development and innovation,

- Liaising with other program coordinators in the case of double degrees, and
- Membership of Faculty Courses Committees and Progress Review Panels as appropriate.

c. Subject Convenors

The Subject Convenor is responsible for the academic management and delivery of a subject during the semester. Subject Convenors are responsible to the Dean. The Subject Convenor chairs the Subject Panel, which is made up of the Convenor and all teaching staff of that subject (but not less than two members of academic staff). Subject Convenors work with their Subject Panels as teaching teams to support each other in providing quality learning and teaching opportunities to students.

Many of the roles and responsibilities of Subject Convenors are spelt out in detail in Section 1 of the Assessment and Appeals (HED) Procedure (see the Policy and Procedures database, under the Student Information & Services heading), and the details will not be repeated here. In summary the duties of Subject Convenors include:

- Teaching into the subject,
- Advising students and dealing with student queries,
- Preparing and approving Subject Outlines (as part of the Subject Panel) and making them available to students by the first teaching event in each semester,
- Development, management, delivery and quality assurance of the subject's academic content, learning activities and assessment tasks (including moderation and feedback),
- Updating and maintenance of Course Management System (Blackboard) subject sites,
- Marking, processing and approval of assessment results (as part of the Subject Panel),
- Ensuring that students receive assessment results and feedback for in-semester assessment tasks within Faculty deadlines and that student confidentiality is maintained for all assessment results,
- Mentoring and supervising the teaching activities of sessional teaching staff,
- Seeking feedback from students on the content and conduct of the subject, and reviewing Subject Feedback Survey results & taking remedial action where necessary,
- Advising on innovation and development, and
- Handling student grievances and/or informal discipline processes (for example in relation to plagiarism).

As the role of Subject Convenor is both a complex one and a key part of Swinburne's Quality Assurance processes for learning & teaching through the Assessment and Appeals Policy and Procedures, Subject Convenors need to be readily contactable by students and Faculty staff and kept up to date with the latest developments in terms of teaching policy and practice. Therefore this role will be restricted to ongoing and contract staff members, Adjunct appointees and Teaching Fellows, but not other sessionally employed teaching staff (though transition arrangements in respect to existing sessional convenors will apply).

4.2 Research Groups

A Research Group is a group of academic/research staff with common research interests attached to a specific Faculty as approved by the Dean. It is the expectation of the University that such Groups will have a focus within one of the defined strategic research directions of the University. A University Policy for the Establishment of Research Centres and Institutes is currently under development. Details will be dependent on the final form of this Policy, however it is likely that two levels of Research Groups will be recognised

- University recognised Centres, Institutes or Laboratories established in accordance with the Policy, and
- More informal research groupings within Faculties that are approved by the Dean and consequently recognised by Faculty Research Committees.

In the latter case, the University and Faculties will be encouraging moves towards consolidation of small research groupings in order to achieve the sort of 'critical mass' necessary for national recognition and effective pursuit of external funding.

It is likely that in some cases an Academic Group will also function as a Research Group. Academic staff may associate themselves with more than one Research Group and with Research Groups in other Faculties.

a. Research Leader

Research Leader is the Division-wide recognised title for the leader of the relevant Research Group, although it is recognised that subject to the approval of the Dean concerned, particular Research Leaders may continue to carry titles such as Director. It is expected that the Research Leader will be the prime mover of the research directions and strategy of the Research Group. Appointments as Research Leaders are made at the discretion of the Dean and in consultation with the Research Group, and are reviewed on a regular basis.

In general, a salary loading is not payable for this responsibility, but could be recognised within a workload model at the discretion of the Dean. In the case where a Research Group and an Academic Group have substantial overlap in staffing, the Academic and Research Leaders may or may not be the same person, as discussed above.

The role of the Research Leader varies according to the size and nature of the Research Group, but includes

- Providing visionary and strategic research leadership to members of the Research Group,
- Working with the Associate Dean (Research) on strategic development of research within the Faculty,
- Responsibility for externally awarded research funds and leadership in the pursuit of external funding,
- Maintaining and increasing the standard and number of research publications by the Research Group,
- Supervision of research staff and mentoring of new appointees,
- Supervision of research students,
- Maintaining and improving research facilities, and
- Serving on the Faculty Research Committee as required by the Dean or Associate Dean (Research).

b. Research Supervisor

Research Supervisors carry a range of responsibilities associated with supervising and mentoring research students and overseeing their research work and progress towards higher degrees. Research supervisors must be included on the Register of Accredited Research Supervisors maintained by the Office for Research and Graduate Studies. Details of the role and responsibilities of research supervisors are spelt out in ORGS Research Training Policies, at <http://www.swin.edu.au/research/policy/> and are not listed separately here.

4. Faculty Committees

Within all Faculties, the following Committees have specific responsibilities to carry out policies and procedures. Within individual Faculties, Deans may also set up other committees and working groups to advise them on particular issues or aspects of their operation.

a. Faculty Executive

The role of the Faculty Executive (FE) is to provide strategic and operational advice to the Dean on any matters relating to the Faculty, although the Dean has the right to make decisions independent of the Faculty Executive and to override its decisions. The Faculty Executive is responsible for taking a proactive approach to informing and advising the Dean about significant issues within the Faculty, and for working together to ensure open dialogue and a teamwork approach to the management of the Faculty. The Faculty Executive will:

- Provide advice to the Dean on the strategic direction of the Faculty,
- Advise the Dean on budgetary proposals and best use of Faculty resources to achieve Faculty, Divisional and University objectives,

- Review and give advice to the Dean on the Faculty Plan,
- Review reports on Faculty performance in the key areas of teaching, research and community engagement,
- Oversee the annual PPRD process for all Faculty staff members,
- Review reports from the Faculty Academic Committee, the Faculty Research committee and other relevant Faculty groups,
- Approval and transmission to the Divisional Advisory Group of applications for Accreditation, Reaccreditation, Major and Minor Changes and Course Cessation for Faculty Programs as recommended by the Faculty Academic Committee, and
- As requested by the Dean, provide advice on any other strategic and operational matters.

The Dean will determine the details of the Faculty Executive membership, but it would be expected to include the following senior managers in the Faculty:

- Dean (chair),
- Deputy Dean (deputy chair),
- Associate Dean (Research),
- Faculty Manager, and
- Associate Dean (International).

The Dean may also choose to appoint or second other Faculty members who can provide advice on critical issues relevant to the particular Faculty concerned. Frequency of Meetings will be as determined by the Dean, but it is expected that the Faculty Executive would meet at least monthly and records of Action Items from the meetings will be made available to Faculty members.

b. Faculty Academic Committee

The Faculty Academic Committee is chaired by the Deputy Dean and reports to the Faculty Executive. Its role is to advise the Dean on academic issues and provide oversight of the following:

- Program development and review, including approving accreditation proposals for new programs plus reaccreditation proposals and major and minor course changes for existing programs, and reviewing the performance of existing programs;
- Quality assurance and improvement of both teaching program content and delivery and also of teaching practices, ensuring that the management and conduct of teaching programs in the Faculty (including cooperative education activities eg IBL, IP, internships, IAESTE etc where relevant) comply with all University-wide and also Faculty and Higher Education policies and procedures relevant to learning and teaching practices;
- Curriculum development of the Faculty's programs in accordance with Faculty, Higher Education and University strategic plans and initiatives;
- Management of student selection and enrolment-related matters (including orientation, change of programs of study, recognition of prior learning, exemptions, leave of absence, credit transfer, student exchange, cross institutional study, prizes and awards) plus liaising with relevant sections of the University on academic and student experience issues, and
- Other matters as may be required from time to time by the Dean or Deputy Dean.

Certain academic issues may be delegated by the Faculty Academic Committee to subcommittees including an optional Teaching, Learning & Curriculum Subcommittee (see (c) below), but the Faculty Academic Committee will receive reports and retain overall responsibility for these issues. Note that in Faculties without TLC Subcommittees, the duties listed in (c) below revert to being the immediate responsibility of the Faculty Academic Committee.

The Dean will determine the details of the Faculty Academic Committee membership, but it would be expected to include the following members:

- Deputy Dean (chair),
- Associate Dean (International),
- Faculty Manager,

- Heads of Academic Groups or their delegates,
- Educational Development Coordinator, and
- One elected undergraduate student, one elected postgraduate student, and one elected international student enrolled within the Faculty.

The Dean is an ex-officio member. Frequency of Meetings will be as determined by the Dean, but it is expected that the Faculty Academic Committee will meet at least monthly and that Minutes of the meetings will be made available to Faculty members and a copy forwarded to the Secretary of the Academic Board Executive.

c. Addressing Teaching, Learning & Curriculum Issues

Teaching, learning and curriculum review issues will be an increasing focus within Faculties, particularly with respect to the Curriculum Framework Project. Many of these duties, as listed below, will fall on the Faculty Academic Committee. Where this work occupies a significant portion of the Committee's time, a subcommittee could be established – the Faculty Teaching, Learning & Curriculum (TLC) Subcommittee.

As guidelines, typical issues which might be delegated to a TLC Subcommittee by the Faculty Academic Committee could include the following:

- Initiating and encouraging innovative learning and teaching practices by both ongoing and sessional staff,
- Undertaking curriculum development in accordance with Faculty, Divisional and University strategic plans and initiatives,
- Ensuring that the management and conduct of teaching programs in the Faculty (including cooperative education activities eg IBL, IP, internships, IAESTE etc where relevant) comply with all University-wide and also Faculty and Higher Education policies and procedures relevant to learning and teaching practices,
- Receiving reports from Program Panels and Subject Panels, including regular review of the structure and content of the Faculty's teaching programs and review of subjects when required as per the policy and procedures for Student Feedback on subjects (SFS),
- Receiving regular reports on the Faculty's cooperative education activities (eg IBL, IP, internships, IAESTE etc where relevant),
- Developing and reviewing quality assurance and improvement practices and Faculty procedures and standards for teaching and assessment,
- Implementing and overseeing learning & teaching approaches to minimizing plagiarism,
- Overseeing the maintenance and improvement of Course Management System (Blackboard) subject websites and Subject Outlines (as per the Guidelines for the Preparation of a Subject Outline on the Policies and Procedures Database) including developing and monitoring Faculty-wide standards,
- Carrying out regular induction and teaching skills sessions for new staff with teaching responsibilities including sessional staff,
- Organisation of curriculum and teaching development seminars for the Faculty, available to both ongoing and sessional staff,
- Liaising with Academic Development and Support and other university areas supporting program delivery,
- Implementing Faculty academic orientation and transition programs in cooperation with other academic and administrative units,
- Other learning, teaching & curriculum issues as may be delegated by the Faculty Academic Committee or required from time to time by the Dean or Deputy Dean.

Where a TLC Subcommittee exists, the Dean will determine the details of the Faculty Teaching, Learning & Curriculum Subcommittee membership, but it would typically include the following members:

- Deputy Dean

- Educational Development Coordinator,
- Educational Development Advisor (Academic Development and Support),
- Faculty Manager or nominee,
- Coordinators of programs and other curriculum development tasks, as required by the Deputy Dean, and
- IBL or other cooperative education administrative manager(s) (where relevant).

The Dean is an ex-officio member. It is likely that either the Deputy Dean or the EDC will chair the Faculty TLC Subcommittee, where, in the latter case, the Deputy Dean becomes an ex-officio member. Frequency of meetings will be as determined by the Dean, but it is expected that Faculty TLC Subcommittees, where they exist, would meet at least bi-monthly and that Minutes of the meetings would be made available to Faculty members.

d. Faculty Research Committee

The Faculty Research Committee is chaired by the Associate Dean (Research) and reports to the Faculty Executive. The core responsibilities of the Faculty Research Committee include strategic management of resources associated with research, providing research leadership and coordination, inculcating a research culture among staff and postgraduate students, and facilitating research dialogue and partnerships within and beyond the Faculty. It advises the Dean on research issues including the following:

- The recruitment selection, admission, supervision and progress of all postgraduate research students enrolled through the Faculty,
- Maintenance of complete and accurate research records within the Faculty,
- Management of any physical and financial resources associated with research activities as allocated by the Dean,
- Development and implementation of strategies to enhance and recognize the research performance of all academic staff members,
- Development and implementation of strategies to enhance the Faculty's research profile and performance, in accordance with Faculty, Divisional and University strategic plans,
- Development, modification and implementation of internal Faculty policy and procedures covering the administration and academic progress of research students as appropriate,
- Handling of all research-related issues for Swinburne Quality Assurance requirements,
- Annual collection and collation of all data required for the Composite Research Index,
- Compilation and publication of the annual Research Report for the Faculty (subject to approval by FE), and
- Other research-related matters as may be required from time to time by the Dean.

The Dean will determine the details of the Faculty Research Committee membership, but it would be expected to include the following members:

- Associate Dean (Research) (chair),
- Research Leaders who are Faculty members as required by the Dean or Associate Dean (Research),
- Director, Industry Liaison, and
- An elected postgraduate research student representative enrolled within the Faculty.

The Dean and Deputy Dean are ex-officio members. Frequency of Meetings will be as determined by the Dean, but it is expected that the Faculty Research Committee would meet at least bi-monthly and Minutes of meetings would be made available to Faculty members.

e. Faculty Courses Committee

As described in the Assessment and Appeals policy & procedures, each Faculty has a Courses Committee which is:

“A committee (or equivalent within an Academic Unit) that considers the collective examination results of subjects that make up a course. The composition of the Committee is determined by the Academic Unit as appropriate. The Committee confirms results of subjects after the examination period before publication of the results.”

In some Faculties the Academic Committee may also act as the Courses Committee, but if not, the Courses Committee provides non-confidential summary reports to the Academic Committee. Subject results are transmitted for approval to the Dean via the Chair of the Faculty Academic Committee (the Deputy Dean).

f. Faculty Progress Review Panels

The membership, role and responsibilities of Faculty Progress Review Panels are described in detail in Section 12 Progress Review in the Assessment and Appeals policy & procedures. In each case the Chair is nominated by the Dean and the Panel reports its findings to the Dean via the Chair of the Academic Committee (the Deputy Dean), and provides non-confidential summary reports where appropriate to the Faculty Academic Committee.

g. Faculty Examination and Assessment Discipline Panel

Each Faculty has an Examination and Assessment Discipline Panel which is chaired by the Dean or nominee, with membership and role as described in detail of Section 9 ‘Examination and Assessment Discipline’ in the Assessment and Appeals Policy & Procedures. Panels provide non-confidential summary reports where appropriate to the Faculty Academic Committee.

h. Faculty Course Advisory Committees

Each Faculty has one or more Course Advisory Committees, depending on the spread of programs and associated disciplines delivered by the Faculty. Their roles and responsibilities are detailed in the ‘Course Advisory Committees (CACs) - Higher Education Sector’ section of the Policies & Procedures Database, but in general CACs:

- Provide advice on proposals for new programs and changes to existing programs,
- Approve applications for accreditations, reaccreditations and major course changes, and
- Provide advice to the Academic Unit on any matter requested of it, or on any issue that it wishes to raise or to which it may wish to respond.

Members must be well qualified to advise on matters such as employment potential, course content, course structure and academic standards. Membership of each CAC must be made up of at least 60% external members, including not fewer than two from relevant industry/ commerce/ professional practice, and least one from other tertiary education institution(s). The external membership may not include adjunct members of Swinburne staff or individuals responsible for delivering lectures/teaching into Swinburne programs on a regular basis, though individuals in either category may serve as internal members. The Chair of each CAC must be an external member, and the DVC(HE) and Dean are ex-officio internal members. The Dean appoints the Members for three-year terms, and forwards details of the membership to the Divisional Accreditation Group for endorsement. Minutes of meetings are forwarded to the Faculty Academic Committee, or, in the case of accreditations and reaccreditations, included in the relevant documentation.

i. Program Panels

Each teaching program (which may include a nested suite of courses) is overseen by a Program Panel of key teaching staff, chaired by the Program Coordinator. Membership is decided by the Deputy Dean on advice from the relevant HoAG. Program Panels meet before teaching semesters commence at least twice a year, discuss issues of relevance to the management, standards, and promotion of the program, including any issues concerned with enrolments, progression & completion rates, GCCA graduate survey data (where relevant) and SFS results, and generally support the Program Coordinator in his/her role. Minutes of meetings are forwarded through the relevant HoAG to the Faculty Academic Committee (via the Faculty Teaching, Learning and Curriculum Subcommittee in Faculties where that Subcommittee exists) for noting. Program panels for double degree programs must include representation from each program area.

j. Subject Panels

Subject Panels are chaired by the Subject Convenor and include all teaching staff of that subject (but not less than two members of academic staff), including sessional staff. The Faculty Academic Committee approves the membership of Subject Panels. Subject Panels report through the relevant HoAG to the Faculty Academic Committee (via the Faculty Teaching, Learning and Curriculum Subcommittee in Faculties where that Subcommittee exists). Section 1 of the Assessment and Appeals (HE) Procedure (see the Policy and Procedures database) spells out many of the specific responsibilities of Subject Panels. Roles and responsibilities of Subject Panels include:

- Advising the Faculty Academic Committee on learning objectives and curriculum, learning & teaching strategies and practices, and assessment tasks which relate to learning objectives for the subject concerned and which are in line with Faculty requirements, and Higher Education and University curriculum initiatives and learning & teaching strategic plans,
- Approving details of assessment tasks, including minimum standards and/or specific work which students must complete in order to pass, formulating agreed and consistent marking schema (which have clearly defined criteria) for each assessed task, arranging and approving moderation procedures,
- Preparing and approving Subject Outlines and assisting the Subject Convenor in making them available to students by the first teaching event in each semester,
- Briefing all teaching staff including sessional staff members,
- Managing the subject throughout the semester, to ensure effective delivery and to maintain academic standards and integrity of the Faculty's programs,
- Assisting the Subject Convenor with their duties, including maintenance of the Course Management System (Blackboard) subject website,
- Assisting the Subject Convenor in ensuring that students receive assessment results and feedback for in-semester assessment tasks within Faculty deadlines and that student confidentiality is maintained for all assessment results,
- Recommending final results to the Faculty's Courses Committee, and providing reports on pass rates to the Faculty Courses Committee as required by the Assessment and Appeals Policy & Procedures,
- Assisting the Subject Convenor in reviewing SFS results and other feedback, providing reports to the Academic Committee when requested and taking remedial action where necessary.

Subject Panels meet at least three times a semester: including once before teaching commences to brief staff and approve the Subject Outline and details of in-semester assessment tasks, once during semester to review progress and approve details of final assessment tasks, and once after the semester finishes to approve the final student results. As part of the Assessment and Appeals policy and procedures, Subject Panels must keep records of meetings and actions, either in the form of individual Minutes or as part of Teaching Quality Checklists (which may be paper based or electronic), and which are forwarded through the relevant HoAG to the Faculty Academic Committee (which may occur via a Faculty Teaching, Learning & Curriculum Subcommittee, in Faculties where that subcommittee exists) for noting.

Dale Murphy

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Faculty academic committee structure as outlined in the 'Higher Education Agreed Faculty Academic Structures and Roles' paper

