



Faculty Review Terms of Reference

SCU College

Scope

These Terms of Reference apply to the review of a College according to the [Organisation Review Policy](#). When the College review is conducted at the same time as a Course Review, the Course Review Terms of Reference must be considered concurrently to ensure alignment with the [Academic Quality Standards and Integrity Policy](#) and [Course Review Procedures](#)

The SCU College review will assess the following:

- i. The overall viability and performance of the College.
- ii. The course profile of the College, including its effectiveness and efficiency and the quality of its delivery; together with its student profile including entry criteria, social inclusiveness, retention and attrition and graduate outcomes.
- iii. The College's performance in scholarship of teaching and learning.
- iv. The appropriateness of the staffing profile of the College, including teaching, research, administration and technical support.
- v. The appropriateness of the College's organisational structure.
- vi. The clarity of the College's plans for its future directions and the appropriateness of these plans for the College and the University.
- vii. The contribution of the College to the University's operations and development.
- viii. The relationship of the College with related industries and the community more widely, and activities and events that engage local to global communities.
- ix. The quality and appropriateness of the College's national and international activities.
- x. The efficiency and effectiveness of utilisation of physical infrastructure, technologies and other assets available to the Faculty.
- xi. Any other matters deemed relevant in enhancing the College's contribution to the University

Aim of Faculty/College Review

At Southern Cross University, Organisational Reviews are conducted according to a 5-year rolling schedule, forming an integral part of the University's strategic planning and quality assurance frameworks. The central purpose of the Organisational Review is developmental, with the intended outcome being the identification of key actions that the Faculty will undertake to look forward, improve its achievements and outcomes, and to enhance its quality and performance. To this end the reviews will:

- involve critical self-review and rigorous internal and external scrutiny of the Organisational Unit with particular emphasis on recent performance, current activities and proposed strategic directions;
- assess the direction, leadership, management, innovation and outcomes of organisational areas or activities;
- act as an agent for managed change and continuing quality improvement across the University.

Review Assessment and Submission

Review Panel

The Review submission requirement and timing will be conducted in line with the [Organisation Review Policy](#) . Reviewers are asked to:

- i. Review the documentation and provide advice as to whether the Faculty/College meets expectations for good practice, including reference to national and international benchmarks where appropriate;
- ii. To seek additional information, if required, in order to make an informed assessment; and
- iii. Contribute to the final Review Report commendations, affirmations and recommendations with rationale and examples where required.

Roles of the Review Panel

Chair of Review Panel

The primary role of the external Review Chair is leadership - of the review Panel, of the site visit and review meeting, and of preparation of the final Review Report.

The Chair's responsibilities include:

- Works with the Office of the Pro-Vice Chancellor (Academic Quality) and the Office of Business Intelligence and Quality's Reviews team.
- Attends a site visit to one or more SCU campus locations, to lead the Review Meetings;
- Leads communications with Panel Members prior, during and following the site visit;
- Chairs discussions and interviews with stakeholders during the Review Meeting;
- Leads the Review close-out session with SCU executive representatives;
- Appraisal of documentation, submissions and stakeholder interviews against the Terms of Reference, and
- Prepares and submits the final Course and Faculty Review Reports in consultation with the Panel Members, outlining review outcomes.

Review Panel

In addition to the Chair, the Review Panel includes at least one additional external senior reviewer, and one senior academic internal to Southern Cross University where required.

The Review Panel member's responsibilities include:

- Consider and assess all Faculty and Course Review portfolio materials;
- Attend a site visit to one or more SCU campus locations (where feasible);
- Support the Chair and engage proactively in the Review Meeting and Interview Sessions;
- Completes any Course Review Report templates required under Course Review;
- Appraisal of documentation, submissions and stakeholder interviews against the Terms of Reference; and
- Consult with Chair of Review Panel to finalise Course and Faculty Review Reports.

Conduct of the Review

The Faculty Review follows the following process as stated in the organisation review policy.

Planning

1. The review process for Faculties and Colleges commences with the review of all courses within the relevant Faculty or College and follows the process outlined Course Review Terms of Reference. The Report/s from the External Course Review Expert and any responses from Executive Deans, College Deans and Faculty Board Chair form part of the Review documentation.
2. The Academic Work Unit Review process commences with the announcement of the terms of reference by the Vice Chancellor. The Terms of Reference will relate to the particular characteristics and strategic positioning of the Academic Work under review.
3. The Review Panel will comprise appropriate academic, strategic and industry-oriented expertise and gender balance, appointed by the Vice Chancellor following input from the relevant Executive Dean or College Dean and other senior staff. A Review Administrative Officer will be appointed to support the Review Process and provide guidance to the Faculty or College.

Preparation of Review Portfolio

4. Under the general direction of its Head, the Organisational Unit will prepare a Review Portfolio for consideration by the Review Panel. The Review Portfolio will be structured to reflect the University's overall strategic Quality philosophy of PLAN - IMPLEMENT — MONITOR AND REVIEW — IMPROVE. A template developed by the Office of Business Intelligence and Quality should normally be adopted for preparation of the Portfolio. The Review Portfolio should be limited to a maximum of 20 pages (plus any supporting documentation). The portfolio will address the Organisational Unit's self-assessment of performance as evidenced in annual Plans, and include as appropriate:
 - the context in which the Unit operates including a brief history of the Unit;
 - report of the external Course Review Expert;
 - minutes or reports from advisory committees;
 - outcomes of benchmarking projects;
 - feedback from students or client groups;
 - feedback from any internal and external reviews;
 - a summary of performance since the last review and intended developments.

Consultation Process

5. The Review Administrative Officer will issue a call for submissions from staff and students and other relevant interested parties (such as Alumni, professional groups, industry partners and government agencies) announcing the dates for the review and advising the Terms of Reference. The notice will include an invitation for submissions from interested parties in relation to the specific terms of reference for the review.

Review Meeting

6. The Review Panel will be convened and normally meet for a period of one to two days. The Review Portfolio and any submissions will be considered by the Review Panel.
7. The Panel will conduct interviews with the Executive Dean or College Dean, selected staff, students and other stakeholders (as appropriate). At its discretion the Review Panel may seek to interview any persons of interest and /or seek additional documentation to support their inquiries.

8. The Executive Dean or Executive responsible for the Faculty or College being reviewed will normally be invited to present a brief overview highlighting:
 - significant achievements;
 - follow up action with regard to areas for improvement or opportunities identified in the previous review;
 - performance in relation to major objectives within the University Strategic Plan and other top level plans and if appropriate, Organisational Unit and Service Level Plans;
 - progress with actioning significant recommendations from other reviews (such as self-initiated reviews of Faculties, Colleges or other units or functions within the Organisational Unit);
 - special projects; and
 - any proposed developments and key priorities for the short and mid-term future;
 - consideration of macro and micro issues affecting the Unit such as barriers, constraints, financial circumstances, staff profile, performance and other relevant matters.
9. At the conclusion of the Review Meeting, the Panel may engage in discussion on issues arising from the Review with the Executive member, Executive Dean or College Dean as deemed appropriate.
10. The Panel will normally provide the Vice Chancellor with a briefing of its findings and potential commendations and recommendations.

Review Report

11. The Chair of the Review Panel in consultation with the Panel members will prepare the Review Report outlining review outcomes and rationale for consideration by the Vice Chancellor.
12. The Review Report should deal with matters in relation to:
 - significant strengths which have been identified (and examples of outcomes);
 - gaps and opportunities identified for improvement and recommendations for addressing them;
 - an action plan, including responsibilities and time frames for implementation, and how this integrates with other Southern Cross University strategic plans; and
 - recommendations related to courses and curriculum.
13. When available a copy of the Review Report will be forwarded to the relevant Executive member or Executive Dean (and College Deans and Chair, Academic Board if appropriate) for comment on matters of fact or emphasis to the Vice Chancellor within two weeks.
14. The Vice Chancellor will respond to the report and indicate responsibility for implementation of agreed recommendations. The report will be made available to the University community as appropriate.