

Faculty, School and Institute Governance and Management Procedure

Section 1 - Purpose and Scope

(1) This Procedure sets out the governance and management at The University of Queensland (UQ or the University) for all UQ faculties, schools and institutes, as prescribed by the Vice-Chancellor.

(2) The requirements of this Procedure apply to all staff within UQ's faculties, schools and institutes.

Application

(3) This Procedure supports the [Governance and Management Framework Policy](#) by prescribing the minimum governance and management structures for faculties, schools and institutes at UQ. These are minimum requirements and nothing in the procedure prevents a faculty, school or institute implementing additional structures and processes to meet their individual needs.

Section 2 - Key Controls

(4) UQ's [Organisational Structure Policy](#) prescribes the primary responsibilities for faculties, schools and institutes at UQ.

(5) UQ faculties, schools and institutes must have in place the executive management and committee structures outlined in this procedure.

(6) UQ faculties and institutes must develop annual plans and report to the University Senior Executive Team (USET) at least twice a year on progress against their plans.

Section 3 - Process and Key Requirements

Faculties

(7) Each faculty must have (but not limited to):

- a. an Executive Dean;
- b. a Faculty Executive Manager;
- c. an Associate Dean (Academic);
- d. an Associate Dean (Research);
- e. an executive committee;
- f. a health, safety and wellness committee
- g. a Reconciliation action plan committee;
- h. an Equity, diversity and inclusion committee;
- i. a higher degree by research committee;

- j. a faculty or program-based board of studies;
- k. a teaching and learning committee; and
- l. a research committee.

(8) The Executive Dean may establish additional committees.

(9) The Executive Dean must determine the membership of, and frequency of meetings for, the faculty executive.

(10) The membership of the executive committee should satisfy UQ's equity and diversity requirements where practicable.

All Staff Forum

(11) The Executive Dean must hold an all staff forum at least once each semester. The following people should be invited to attend:

- a. all relevant faculty staff; and
- b. relevant stakeholders, including relevant student representation.

Schools

(12) Each school must have:

- a. a Head of School;
- b. a School Manager;
- c. an executive committee;
- d. a health, safety and wellness committee (if required or desired);
- e. a teaching and learning committee; and
- f. a research committee.

(13) The Head of School may establish additional committees, for example an Industry Advisory Board.

School Executive Committees

(14) The Head of School must determine the membership and frequency of meetings of the executive committee.

(15) The membership of the executive committee should satisfy UQ's equity and diversity requirements where practicable.

(16) The executive committee is to provide advice to the Head of School on strategic and operational matters relating to the school.

School Forum

(17) The Head of School must hold a school forum at least once each semester. The following people should be invited to attend:

- a. all relevant school staff; and
- b. relevant stakeholders, including relevant student representation.

Institutes

(18) Each institute must have:

- a. an Institute Director;
- b. a Director, Institute Operations;
- c. a Director, Research or equivalent;
- d. an executive committee;
- e. a health, safety and wellness committee;
- f. a Reconciliation action plan committee; and
- g. an Advisory board.

(19) The Institute Director may establish additional committees.

Advisory Boards

(20) An advisory board consists of the following members:

- a. the Vice-Chancellor (or nominee);
- b. the Deputy Vice-Chancellor (Research and Innovation) (or nominee);
- c. the Institute Director; and
- d. at least three external stakeholder representatives.

(21) A chairperson is to be elected from within the external membership of the advisory board.

(22) The advisory board is to provide advice to the Institute Director on:

- a. strategic direction of the institute;
- b. research issues; and
- c. other issues the Institute Director refers to it.

Section 4 - Roles, Responsibilities and Accountabilities

Faculty Leadership

Executive Deans

(23) Executive Deans are primarily responsible for the strategic direction, academic and operational leadership and general governance of the faculty to achieve the University's strategic mission and goals. This includes accountability for:

- a. academic and research activities and programs;
- b. the strategic direction of the faculty, in alignment with UQ's strategic objectives, and the achievement of its goals and objectives;
- c. staff planning, management and development across the faculty, including oversight of workload management;
- d. the responsible and strategic allocation of the faculty's resources (including financial, human and physical), including the planning and monitoring of its budget; and
- e. the faculty's and its schools and centres engagement strategies, including enhancing links with government, business, alumni, schools, donors and the UQ community.

Faculty Executive Managers

(24) Faculty Executive Managers provide strategic advice and support to the Executive Dean, Heads of School, and Centre Directors by identifying, developing and implementing initiatives to support the faculty's activities.

(25) Key responsibilities of Faculty Executive Managers include managing the faculty's operations, and providing oversight and management of professional staff across the faculty.

Associate Deans

(26) Associate Deans play a key role in the leadership of the faculty. The primary responsibilities of the role vary depending on the area of focus (e.g. academic, research, global engagement, Indigenous engagement), and include:

- a. facilitation and promotion of the faculty's strategic direction relating to the area of focus;
- b. providing strategic leadership and oversight of the area of focus within the faculty; and
- c. maintaining regular and ongoing communication with the faculty and across the University relating to the area of focus.

Heads of School

(27) Heads of School are primarily responsible for the strategic and operational leadership of the school, including:

- a. developing and implementing an aspirational school vision and strategy, in alignment with UQ and the faculty's strategic objectives;
- b. promoting exceptional pedagogy, student experiences and outcomes;
- c. facilitating the research and research training endeavours of the school;
- d. effectively managing school governance structures and resources, processes and key administrative activities, including workload management within the school;
- e. building school resilience, adaptability and receptiveness to change; and
- f. engaging with key stakeholders relevant to the disciplines of the school.

School Managers

(28) School Managers provide strategic advice and support to the Head of School by identifying, developing and implementing initiatives to support the school's activities.

(29) Key responsibilities of School Managers include managing the school's operations, and providing oversight and management of professional staff across the school.

Institute Leadership

Institute Directors

(30) Institute Directors are responsible for the academic and administrative leadership and management of the institute, including accountability for:

- a. academic activities and programs;
- b. research activities and programs;
- c. the strategic direction of the institute, in alignment with UQ's strategic objectives, and the achievement of its goals and objectives;
- d. the institute's governance structures and mechanisms;
- e. staff planning, management and development across the institute, including oversight of workload

management;

- f. the responsible and strategic allocation of the institute's financial resources, including the planning and monitoring of its budget; and
- g. the institute's engagement strategies, including engagement with the UQ community, partners, government, professional and employer groups and where relevant students.

Director, Institute Operations

(31) Director, Institute Operations provide strategic management advice and support to the Institute Director, Centre Directors and executive by identifying, developing and implementing initiatives to support the institute's activities.

(32) Key responsibilities of Director, Institute Operations include managing the institute's operations, and providing oversight and management of professional staff across the institute.

Section 5 - Monitoring, Review and Assurance

(33) Pursuant to the [Organisational Structure Policy](#):

- a. UQ's schools and institutes will be subject to regular review as part of the broader framework of UQ's quality assurance processes.
- b. Reviews of faculties and central administrative units will be at the discretion of the Vice-Chancellor, with advice from the University Senior Executive Team.

Section 6 - Recording and Reporting

(34) Faculties and institutes are required to develop an annual plan which:

- a. outlines strategic priorities for the year;
- b. aligns with and contributes to the implementation of the University's annual plan and strategic plan, and achievement of the University's key performance indicators; and
- c. is endorsed by the University Senior Executive Team.

(35) At least twice a year, faculties and institutes must report on progress against their annual plan, with reports provided to the University Senior Executive Team.

Status and Details

Status	Current
Effective Date	25th September 2023
Review Date	25th September 2028
Approval Authority	Vice-Chancellor and President
Approval Date	25th September 2023
Expiry Date	Not Applicable
Policy Owner	Joanna Spanjaard Director, Governance and Risk
Enquiries Contact	Governance and Risk Division