

FACULTY OF FINE ARTS AND MUSIC

CORPORATE GOVERNANCE

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1. INTRODUCTION

This document provides details of the governance framework of the Faculty of Fine Arts and Music as an academic division of the University of Melbourne. The Faculty is comprised of two schools, Melbourne Conservatorium of Music (MCM) and Victorian College of the Arts (VCA).

The University of Melbourne Act 2009 defines the mechanisms under which the University operates. The University is accountable to all its stakeholders for the values it upholds, the mission it pursues and the goals and priorities it sets. It must also account for the quality of its policies, programs and academic performance, as well as for the financial well-being of the institution as a whole, and for maintaining the highest levels of probity in the conduct of its affairs. The University's governance structure ensures these standards are met.

The University Council is the peak governing body of the University. It approves the establishment of academic divisions and ensures that the appropriate divisional structure and governance arrangements are in place. These structures must include:

- An academic structure which is appropriate to undertake the teaching, research, and other academic functions of the academic divisions
- An appropriate executive structure, to support the Deans as the accountable officers for the academic divisions
- A mechanism for collegial consultation with academic and professional staff on matters pertaining to the academic divisions
- A mechanism for consultation with representatives of students from within the academic division
- A mechanism by which a body, that includes external representatives from graduates, any relevant professional bodies, government agencies and industry partners, has advisory input to the academic division and its executive.

This governance framework will be reviewed by the Faculty of Fine Arts and Music Faculty Executive Committee every two years.

1.1. Principles of Governance

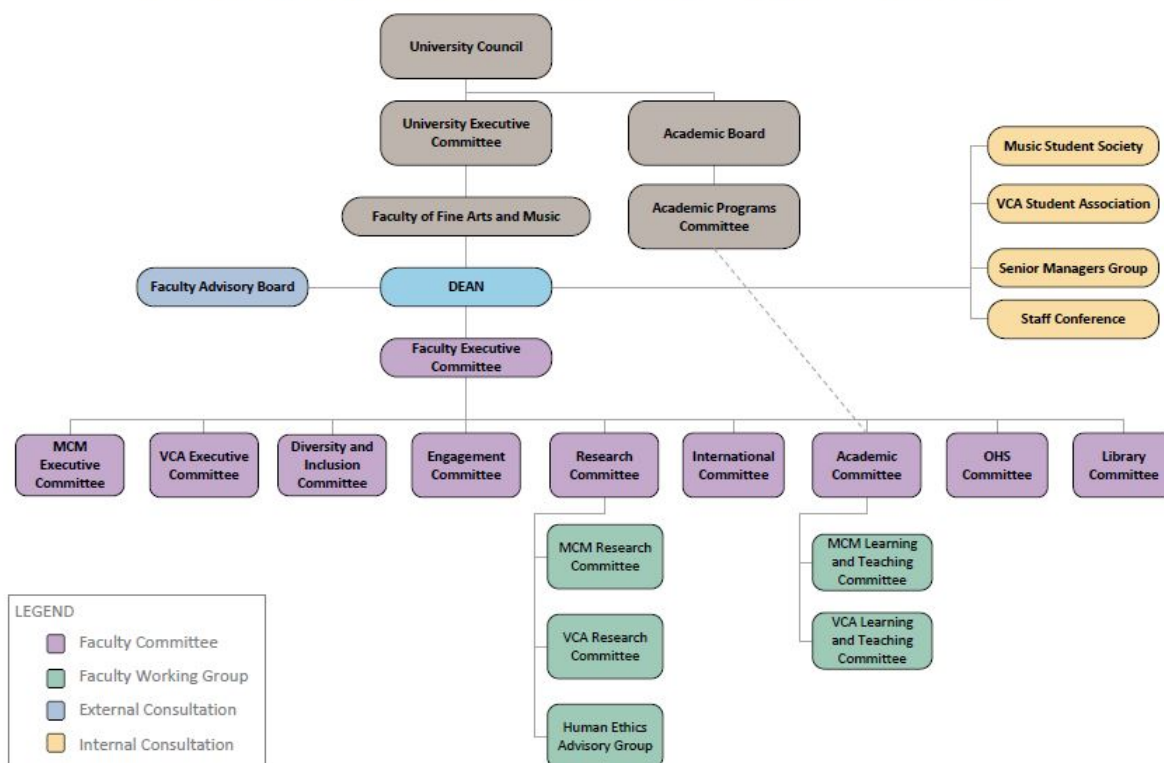
The basic principles are:

- The principal management committee for the Faculty is the Faculty Executive.
- The Faculty will be governed by nine formally constituted sub-committees of the Faculty Executive. These comprise: MCM Executive, VCA Executive, Academic Committee, Engagement Committee, International Committee, Research Committee, Diversity and Inclusion Committee, OHS Committee and Library Committee. The Human Ethics Advisory Group is the only exception as it is not a formally constituted sub-committee of the Faculty Executive.
- Any groups reporting to the major governing committees will be constituted as advisory or working groups.
- The Academic Committee has accountability to Academic Board on matters pertaining to academic quality assurance.
- The terms of reference for each committee will reflect published terms of the University's corollary committee to ensure alignment in purpose and delegation and to the Faculty's Strategic Plan.
- Staff and student consultation mechanisms are given effect partly within the governance structure itself and partly through other processes and requirements within the University, such as staff

consultation on change, consultation of students on change, and a variety of ongoing feedback mechanisms for both students and staff.

2. GOVERNANCE CHART

DRAFT: Faculty of Fine Arts and Music Committee Structure



3. COMMITTEES OF GOVERNANCE

3.1. Faculty Executive Committee

The Faculty Executive is responsible for making recommendations to the Dean on matters relating to Faculty strategy on learning and teaching, research and research training, engagement activities and the effective allocation of Faculty resources. It oversees finalisation and delivery of the Faculty's strategic plan and preparation of the annual Faculty budget. The Faculty Executive monitors performance against plans and budgets, the Faculty's capital program, HR strategy and major projects.

Terms of Reference

The Faculty Executive provides advice to the Dean on all matters related to the management and administration of the Faculty, including but not limited to:

- Shaping the strategic direction of the Faculty and ensuring alignment with Growing Esteem;
- Considering the recommendations and reports from the Faculty's committees;
- Planning the budget and reporting against the budget;
- Management of business risks;
- Developing and implementing the capital program and major projects;

- Ensuring clear guidelines and procedures for staff and students are in place through the Faculty local policy framework,¹ and that these are consistent with the University's Policy Framework;
- Management policies, procedures and processes in areas, including but not limited to:
 - Learning and teaching, including the student experience;
 - Research and research training;
 - Engagement and events (including performances and exhibitions);
 - Staff professional development opportunities;
 - Staff appointments (including granting of honorary appointments or award nominations);
 - Internationalisation;
 - Advancement; and
 - Administrative structures and functions.

Delegated authority

The Faculty Executive has authority delegated to it by the Dean to:

1. Advise on and note the annual budget and forward estimates and recommend these to the annual Planning and Budget Conference;
2. Recommend the Faculty's student profile and set course fees;
3. Recommend other matters as agreed by the Dean.

Membership

- **Chair** – Dean (or when the Dean is unavailable, another member nominated by the Dean)
- Director, Melbourne Conservatorium of Music
- Director, Victorian College of the Arts
- Faculty Executive Director
- Associate Deans
- Up to two additional members nominated by the Dean.

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty professional staff to represent specific portfolios and provide their expertise – for example: Managers of Human Resources, Research, External Relations and Strategy, Planning and Finance. The Chair will also extend invitations to call on expertise across University Services and Chancellery as appropriate.

Committees

The following committees have been established as core committees reporting to the Faculty of Fine Arts and Music Executive. The terms of reference and composition of these committees will be reviewed annually and may be amended or disbanded by the Faculty Executive as required.

- MCM Executive Committee (Chaired by Director, MCM)
- VCA Executive Committee (Chaired by Director, VCA)
- Academic Committee (Chaired by Associate Dean (Academic))
- Research Committee (Chaired by Associate Dean (Research))
- Engagement Committee (Chaired by Associate Dean (Engagement))
- International Committee (Chaired by Associate Dean (International))
- Diversity and Inclusion Committee (Chaired by Associate Dean (Diversity and Inclusion))
- Occupational, Health & Safety Committee (Chair nominated by the Dean)
- Human Ethics Advisory Group (Chair nominated by the Dean)

¹ A framework of rules, regulations, and templates to enable development and maintenance of Faculty policies

- Library Committee (Chair nominated by the Dean)

Frequency of meetings

Normally monthly from February to November with additional meetings as required.

4. SUBCOMMITTEES

4.1. Melbourne Conservatorium of Music Executive Committee

The MCM Executive provides advice to the Director, MCM, on all matters related to the management and administration of the Melbourne Conservatorium of Music, including but not limited to:

- Shaping the strategic direction of the MCM and ensuring alignment with Growing Esteem;
- Considering the recommendations and reports from the Faculty's committees;
- Planning the budget and reporting against the budget;
- Management of the MCM's business risks;
- The MCM's capital program and major projects;
- Ensuring clear guidelines and procedures for staff and students are in place through the Faculty of Fine Arts and Music local policy framework² and that these are consistent with the University's Policy Framework;
- Management policies, procedures and processes in areas including but not limited to:
 - Learning and teaching, including the student experience;
 - Research and research training;
 - Engagement and events (including performances and exhibitions);
 - Staff appointments (including granting of honorary appointments or award nominations arising from recommendations from the Honours & Prizes Committee)
 - Internationalisation;
 - Advancement; and
 - Administrative structures and functions.

Membership

- **Chair** – Director, MCM (or when the Director is unavailable, another member nominated by the Director)
- Faculty Executive Director
- Associate Directors
- Up to two additional members nominated by the Dean
- Dean of the Faculty (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to MCM staff and those external to the school to represent specific portfolios and provide their expertise – for example: Program Coordinators, and Managers of Human Resources, External Relations, and Strategy, Planning and Finance. The Chair will also extend invitations to call on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

² A framework of rules, regulations, and templates to enable development and maintenance of Faculty policies

Up to 4 meetings per year with additional meetings if required.

4.2. Victorian College of the Arts Executive Committee

The VCA Executive provides advice to the Director, VCA on all matters related to the management and administration of the Victorian College of the Arts including but not limited to:

- Shaping the strategic direction of the VCA and ensuring alignment with Growing Esteem;
- Considering the recommendations and reports from the Faculty's committees;
- Planning the budget and reporting against the budget;
- Management of the VCA's business risks;
- The VCA's capital program and major projects;
- Ensuring clear guidelines and procedures for staff and students are in place through the Faculty of Fine Arts and Music local policy framework³ and that these are consistent with the University's Policy Framework;
- Management policies, procedures and processes in areas, including but not limited to:
 - Learning and teaching, including the student experience;
 - Research and research training;
 - Engagement and events (including performances and exhibitions);
 - Staff appointments (including granting of honorary appointments or award nominations arising from recommendations from the Honours & Prizes Committee)
 - Internationalisation;
 - Advancement; and
 - Administrative structures and functions.

Membership

- **Chair** – Director, VCA (or when the Director is unavailable, another member nominated by the Director)
- Faculty Executive Director
- Associate Directors
- Heads of the VCA disciplines (or delegate)
- Up to two additional members nominated by the Dean
- Dean (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to VCA staff and those external to the school to represent specific portfolios and provide their expertise – for example: Program Coordinators and Managers of Human Resources, External Relations, and Strategy, Planning and Finance. The Chair will also extend invitations to call on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

³ A framework of rules, regulations, and templates to enable development and maintenance of Faculty policies

4.3. Research Committee

The Research Committee provides advice to the Associate Dean (Research) and the Faculty Executive on the development and refinement of the Faculty's strategic research agenda, developing local policy and programs in support of the Faculty's research and research training activities.

The Committee provides oversight of the Faculty RHD course selection and scholarship guidelines, processes, and standards; considers the strategic direction and management of research degree programs; and develops capacity and cohort-building activities to support RHD students and staff.

Terms of Reference

The Research Committee shall undertake the following functions:

- Oversee the development and promotion of the Faculty's strategic research priorities, ensuring alignment with broader University strategic endeavours, Chancellery and University Services strategies and initiatives, and the Faculty's Strategic Plan;
- Develop, endorse, and monitor initiatives to achieve the Faculty of Fine Arts and Music's Key Performance Indicators in research, including competitive research grant applications, HERDC publications submission, Category 1-4 grant income, collaborative projects, and the generation of research income against internal, external and international benchmarks;
- Develop, endorse and monitor local policies and programs to foster high quality research outcomes by all academic staff, including early career, mid-career and experienced researchers, and provide advice to the Faculty Executive on the continued development of research performance;
- Form working groups to achieve specific goals related to the Research and Research Training portfolio;
- Make recommendations to the Associate Dean (Research) on the allocation of Faculty Strategic funding to Faculty research groups such as Networks and Hubs; and the award of particular RHD scholarships and awards, as required;
- Develop, endorse, and monitor initiatives to improve the quality of research training and research supervision within the Faculty, including local policies relating to higher degree research, RHD supervision requirements, resource support for research students and strategies to ensure timely completions;
- Develop principles and guidelines for RHD application assessment to ensure compliance with University and Faculty policies and maintenance of rigorous entry standards;
- Develop policies for the award of research scholarships within the Faculty;
- Assess applications for acceptance into the Faculty's RHD courses, and periodically review completion targets and rates;
- Assess applications for RHD scholarships and act as scholarship award committee to decide on the award of Research Training Program (RTP), Melbourne Research Scholarships (MRS), Melbourne International Fee Remission Scholarships, and, where appropriate, any other stipends and/or awards for RHD candidates;
- Review and make recommendations on the continuous improvement of both RHD candidate and scholarship selection standards, processes, and procedures;
- Consider the introduction of new RHD courses and any major changes to existing courses, pathways, or changes to the policies relating to RHD student selection, scholarship allocation, progress, and supervision;
- Develop a program of enrichment activities for RHD students and their supervisors to build cohorts and capacity, and maintain a culture of collegiality and support;
- Establish, appoint and oversee a Human Ethics Advisory Group for the Faculty.

Delegated authority

The committee has authority delegated to it by the Dean to:

1. Determine internal funding schemes including award and review;
2. Consider progress of Faculty research groups such as Networks and Hubs, including leading review processes;
3. Oversees major research bids;
4. Award RHD scholarships and admission of RHD candidates; and
5. Recommend other matters as agreed by the Dean and Faculty Executive Committee.

Membership

- **Chair** – Associate Dean, Research (or when the chair is unavailable, another member nominated by the chair)
- Associate Director, VCA Research
- Associate Director, MCM Research
- At least 4 research-active leaders within the Faculty appointed by the Dean including broad representation of research active areas
- Manager, Research and Industry
- Manager, Strategy, Planning and Finance
- Music, Visual and Performing Arts Librarian
- Up to two additional members nominated by the Dean
- Dean (ex officio)
- Director VCA (ex officio)
- Director MCM (ex officio)
- Faculty Executive Director (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, External Relations etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

4.4. Academic Committee

The Academic Committee provides strategic oversight of the Faculty's learning and teaching activities and supports the Dean and Associate Dean (Academic) in setting priorities, developing policy, monitoring coursework teaching standards and ensuring the Faculty's coursework programs align with the Faculty Strategic Plan.

Terms of Reference

The role of the Academic Committee is to:

- Oversee all aspects of the design, delivery and evaluation of the Faculty's coursework programs;
- Develop, implement and monitor strategies leading to high quality learning and teaching activities for the Faculty's coursework programs and subjects;
- Lead the exploration, implementation and evaluation of new and innovative learning and teaching practices;

- Support and implement Academic Board and Chancellery strategies and policies and work with University Services in the delivery of a quality student experience;
- Develop and oversee the implementation of local policies and initiatives relating to the continuous improvement of learning and teaching;
- Monitor the quality of all Faculty learning and teaching activities through course and subject evaluations and course reviews, and ensure that follow-up actions are taken in response to their recommendations;
- Lead the academic program review process with at least one area being reviewed in depth per annum with recommendations provided to the Faculty Executive for final approval;
- Contribute to the development of the Faculty's workforce plan;
- Periodically review training and support provided to staff and students in the development and delivery of learning and teaching programs of the Faculty of Fine Arts and Music and provide recommendations and advice to the Faculty Executive Director;
- Provide advice to the Dean and Faculty Executive on any matter that affects provision of learning and teaching within the Faculty or the achievement of learning and teaching targets in the Faculty Strategic Plan;
- Develop strategies to implement University priorities regarding learning and teaching, such as course structure, assessment, access and equity, and the use of learning technologies;
- Contribute to the Faculty risk register and mitigation strategies;
- Ensure that all learning and teaching activities and policies at the Faculty are in line with the University's quality assurance framework;
- Lead the design and provision of professional development of academic staff in learning and teaching;
- Provide direction, guidance and feedback to the Faculty's Learning and Teaching Committees in matters of curriculum development and review;
- Reviewing and monitoring course entry requirements (including provision of advice to course selection committees), assessment policies and practices, protocols regarding student academic misconduct, breadth subjects and work integrated learning.

Delegated authority

The committee has authority delegated to it by the Dean to:

1. Review programs and initiate program changes as appropriate in response to such reviews;
2. Approve actions or initiatives arising from the review of Subject Experience Survey results;
3. Recommend other matters as agreed by the Dean and Faculty Executive.

Membership

- **Chair** – Associate Dean (Academic) (or when the chair is unavailable, another member nominated by the chair)
- Director, MCM
- Director, VCA
- Manager, Academic Support
- Chair, MCM Learning and Teaching Committee
- Chair, VCA Learning and Teaching Committee
- Up to two students from the Faculty
- Up to two additional members nominated by the Dean
- Dean (ex officio)
- Faculty Executive Director (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as the Faculty Librarian, Major Coordinators, Human Resources, Strategy, Planning and Finance, Infrastructure, External Relations etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

4.5. Engagement Committee

The Engagement Committee oversees external participation relating to Faculty engagement and external relations incorporating Partnerships, Marketing and Recruitment, Media and Communications, Events, Advancement and Alumni Relations. It also provides the means for strategic and operational oversight of the Faculty's Engagement Strategy. The role of the Engagement Committee is performed by the Faculty Executive with special meetings as appropriate.

Terms of Reference

The role of the Engagement Committee is to:

- Ensure the strategic alignment of the Faculty's Engagement Strategy and related activities with the University's community participation plans, both nationally and internationally;
- Enact the Faculty's Engagement Strategy and monitor progress;
- Review and monitor Faculty's engagement activities;
- Work with the broader Faculty to identify potential new engagement opportunities with particular reference to Indigenous communities.
- Oversee the development and promotion of the Faculty's strategic marketing and communication priorities, ensuring alignment with broader University strategic engagement endeavours, Chancellery and University Services strategies and initiatives, aligning with the Faculty's Engagement Strategy;
- Receive applications for branding and make recommendations to the Dean for consideration.
- Ensure the strategic alignment of the Faculty's international activities with the University's International Plan;
- Review and monitor Faculty international activities (both onshore and offshore);
- Advise on and monitor the implementation of the University and Faculty's internationalisation goals;
- Work closely with Chancellery and University Services (External Relations) to leverage University-wide initiatives;

Delegated authority

The committee has authority delegated to it by the Dean to:

1. Participate in annual programming in the Faculty;
2. Recommend brand applications for endorsement by the Dean;
3. Recommend other matters as agreed by the Dean and Faculty Executive.

Membership

- **Chair** – The Dean (or when the chair is unavailable, another member nominated by the chair)
- **Deputy Chair** – Associate Dean (Engagement)
- Director, MCM
- Director, VCA
- Associate Deans
- Up to two additional members nominated by the Dean
- Faculty Executive Director

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)
- Business Development Manager
- Manager, External Relations

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Within the Faculty Executive, normally monthly from February to November with additional meetings as required.

4.6. International Committee

The International Committee oversees and provides advice to the Associate Dean (International) on international matters relating to the Faculty.

Terms of Reference

The role of the International Committee is to:

- Ensure the strategic alignment of the Faculty's international activities with the University's International Plan;
- Review and monitor Faculty international activities (both onshore and offshore);
- Identify potential new international programs, research collaborations and markets for international students;
- Advise on and monitor the implementation of the University and Faculty internationalisation goals;
- Advise on the impact of policies and practices of the Faculty and University on International Students;
- Develop appropriate quality assurance measures relation to the Faculty's international programs;
- Promote the provision of appropriate support for international students who are enrolled in Faculty programs;
- Work closely with Chancellery and University Services to leverage University-wide initiatives;
- Advise the Faculty Executive of known or potential risks across the Faculty's international activities.

Membership

- Chair – Associate Dean, International (or when the chair is unavailable, another member nominated by the chair)
- Associate Dean, Equity and Diversity
- Associate Dean, Academic
- Associate Dean, Research
- Associate Dean, Engagement
- Faculty Executive Director (ex officio)
- Manager, Academic Support
- Manager, External Relations
- Manager, Research
- Up to two additional members nominated by the Dean.

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, Marketing and Communications, etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

4.7. Diversity and Inclusion Committee***Terms of Reference***

The role of the Diversity and Inclusion Committee is to:

- Provide advice and support to the Dean on strategic and operational planning, management and performance of the Faculty with respect to workforce diversity and inclusion;
- Develop and implement policy and procedures for diversity and inclusion in compliance with University People Strategy, Diversity Framework and policy, as well as University procedures and statutory responsibilities;
- Serve as the coordinating and steering committee for workforce diversity matters referred to the Faculty;
- Monitor and report on the Faculty's diversity and inclusion outputs and develop and implement strategies to embed diversity in all that we do and to enhance governance including holding ourselves accountable through frameworks, measurements, reflections and adaptation;
- Provide advice to the Dean on workforce diversity and inclusion matters;
- To report to the Faculty and University on these matters.

Membership

- Chair – Associate Dean, Diversity and Inclusion (or when the chair is unavailable, another member nominated by the chair)
- Manager, Human Resources
- HR Consultant
- Manager, Academic Support
- At least 4 academic staff including representation from both VCA and MCM providing broad representation across the Faculty
- Up to two additional members nominated by the Dean
- Dean (ex officio)
- Director, MCM (ex officio)
- Director, VCA (ex officio)
- Faculty Executive Director (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, Marketing and Communications etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

4.8. Occupational Health & Safety Committee

The OHS Committee oversees the Faculty's responsibilities for relevant health and safety issues and considers new procedures and guidelines accordingly. It is a consultative forum to the Faculty Executive and monitors and makes recommendations on initiatives to meet the requirements of the OH&S Act and the University of Melbourne's Health and Safety Management System, and provides advice on effective ways to ensure the health and safety of staff, students, and visitors to the Faculty.

Terms of Reference

The role of the Occupational Health & Safety Committee is to:

- Provide a health and safety consultative mechanism for management, staff and students to:
 - Facilitate cooperation between management, staff and/or students in instigating, developing and carrying out measures designed to ensure the health and safety of staff and/or students throughout the Faculty.
 - Formulate review and disseminate standards, rules and procedures relating health and safety that are to be carried out or complied with throughout the Faculty.
- The Committee receives reports concerning environment, health and safety matters.

Membership

- **Chair** – The Dean or nominee ((or when the chair is unavailable, another member nominated by the chair)
- Manager, Infrastructure and Operations
- OHS Coordinator
- Faculty Executive Director, or nominee
- Nominee from the MCM
- Nominee from the VCA
- Three (3) Elected Employee Health and Safety Representatives
- One (1) Faculty Graduate Student representative (elected)
- University Services OHS representative

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, External Relations etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

4.9. Library Committee

The Library Committee provides advice to the Faculty and University Services on branch, undergraduate (Bachelor of Music and Bachelor of Fine Arts), graduate and Faculty library matters. It also acts as a forum to

discuss strategic operation and direction of the Faculty library, this includes reporting on Faculty library materials budget, services and operation, and accommodation and equipment needs for the library

Delegated authority

The committee has authority delegated to it by the Dean to:

1. Determine the Library Materials Budget for the Faculty (noting annual program to be endorsed by the Engagement Committee).

Membership

- **Chair** – A staff member appointed by the Dean
- Music, Visual and Performing Arts Librarian
- Graduate coursework student representative from MCM
- Graduate coursework student representative from VCA
- Graduate Research student representative from MCM
- Graduate Research student representative from VCA
- Undergraduate coursework student representative from MCM
- Undergraduate coursework student representative from VCA
- Two academic staff from the MCM
- Two academic staff from the VCA
- One Library staff member
- Up to two additional members nominated by the Dean
- Dean (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – Academic Support Office, Human Resources, Strategy, Planning and Finance, Marketing and Communications, sessional academic staff, etc. and calling on expertise across University Services

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

5. WORKING GROUPS

5.1. Melbourne Conservatorium of Music Learning and Teaching Committee

The MCM Learning and Teaching Committee provides strategic oversight of the MCM's learning and teaching activities and supports the Director, MCM and Associate Director MCM (Learning and Teaching) in setting priorities, developing policy, monitoring coursework teaching standards and ensuring the MCM coursework programs align with the Faculty Strategic Plan.

Terms of Reference

The role of the MCM Learning and Teaching Committee is to:

- Make recommendations to the Academic Committee on curriculum change proposals (courses and subjects);
- Oversee all aspects of the design, delivery and evaluation of the MCM coursework programs;

- Develop, implement and monitor strategies leading to high quality learning and teaching activities for the MCM's coursework programs and subjects;
- Lead the exploration, implementation and evaluation of new and innovative learning and teaching practices;
- Support and implement Academic Board and Chancellery strategies and policies and work with University Services in the delivery of a quality student experience;
- Develop and oversee the implementation of local policies and initiatives relating to the continuous improvement of learning and teaching;
- Monitor the quality of all MCM learning and teaching activities through course and subject evaluations and course reviews, and ensure that follow-up actions are taken in response to their recommendations;
- Contribute to the development of the Faculty's workforce plan;
- Periodically review training and support provided to staff and students in the development and delivery of learning and teaching programs of the MCM and provide recommendations and advice to the Director, MCM;
- Provide advice to the Dean, Associate Dean (Academic), MCM Associate Director (Learning & Teaching) and Faculty Executive on any matter that affects provision of learning and teaching within the MCM or the achievement of learning and teaching targets in the Faculty Strategic Plan;
- Develop strategies to implement University priorities regarding learning and teaching, such as course structure, assessment, access and equity, and the use of learning technologies;
- Contribute to the Faculty's risk register and mitigation strategies;
- Ensure that all learning and teaching activities and policies at the MCM are in line with the University's quality assurance framework;
- Lead the design and provision of professional development of academic staff in learning and teaching;
- Provide direction, guidance and feedback to the Academic Committee in matters of curriculum development and review;
- Reviewing and monitoring course entry requirements (including provision of advice to course selection committees), assessment policies and practices, protocols regarding student academic misconduct, breadth subjects and work integrated learning.

Membership

- **Chair** – MCM Associate Director (Learning & Teaching) (or when the chair is unavailable, another member nominated by the chair)
- Representative from each discipline area within the MCM nominated by the MCM Director
- Academic Programs Manager
- Program Delivery Manager
- Music, Visual and Performing Arts Library (or their nominee)
- President of the Music Student Society (or their nominee)
- Up to two additional members nominated by the Dean
- Director, MCM (ex officio)
- Dean (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff and those external to the MCM to represent specific portfolios and provide their expertise – such as Major Coordinators, Human Resources, Strategy, Planning and Finance, Infrastructure, Marketing and Communications, etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

5.2. Victorian College of the Arts Learning and Teaching Committee

The VCA Learning and Teaching Committee provides strategic oversight of the VCA's learning and teaching activities and supports the Director, VCA and Associate Director VCA (Learning & Teaching) in setting priorities, developing policy, monitoring coursework teaching standards and ensuring the VCA coursework programs align with the Faculty Strategic Plan.

Terms of Reference

The role of the VCA Learning and Teaching Committee is to:

- Make recommendations to the Academic Committee on curriculum change proposals (courses and subjects);
- Oversee all aspects of the design, delivery and evaluation of the VCA coursework programs;
- Develop, implement and monitor strategies leading to high quality learning and teaching activities for the VCA's coursework programs and subjects;
- Lead the exploration, implementation and evaluation of new and innovative learning and teaching practices;
- Support and implement Academic Board and Chancellery strategies and policies and work with University Services in the delivery of a quality student experience;
- Develop and oversee the implementation of local policies and initiatives relating to the continuous improvement of learning and teaching;
- Monitor the quality of all VCA learning and teaching activities through course and subject evaluations and course reviews, and ensure that follow-up actions are taken in response to their recommendations;
- Contribute to the development of the Faculty's workforce plan;
- Periodically review training and support provided to staff and students in the development and delivery of learning and teaching programs of the VCA and provide recommendations and advice to the Director, VCA;
- Provide advice to the Dean, Associate Dean (Academic), VCA Associate Director (Learning & Teaching) and Faculty Executive Committee on any matter that affects provision of learning and teaching within the VCA or the achievement of learning and teaching targets in the Faculty Strategic Plan;
- Develop strategies to implement University priorities regarding learning and teaching, such as course structure, assessment, access and equity, and the use of learning technologies;
- Contribute to the Faculty's risk register and mitigation strategies;
- Ensure that all learning and teaching activities and policies at the VCA are in line with the University's quality assurance framework;
- Lead the design and provision of professional development of academic staff in learning and teaching;
- Provide direction, guidance and feedback to the Academic Committee in matters of curriculum development and review;
- Reviewing and monitoring course entry requirements (including provision of advice to course selection committees), assessment policies and practices, protocols regarding student academic misconduct, breadth subjects and work integrated learning.

Membership

- **Chair** –VCA Associate Director (Teaching & Learning) (or when the chair is unavailable, another member nominated by the chair)
- Representative from each discipline area within the VCA nominated by the VCA Director
- Academic Programs Manager
- Program Delivery Manager

- Music, Visual and Performing Arts Library (or their nominee)
- President of the VCA Student Society (or their nominee)
- Up to two additional members nominated by the Dean
- Director, VCA (ex officio)
- Dean (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff and those external to the VCA to represent specific portfolios and provide their expertise – such as Major Coordinators, Human Resources, Strategy, Planning and Finance, Infrastructure, Marketing and Communications etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

5.3. Melbourne Conservatorium of Music Research Committee

The MCM Research Committee shall undertake the following functions:

- Oversee the development and promotion of the MCM’s strategic research priorities, ensuring alignment with broader University strategic endeavours, Chancellery and University Services strategies and initiatives, and the Faculty Strategic Plan;
- Develop, endorse, and monitor initiatives to achieve the MCM’s Key Performance Indicators in research, including competitive research grant applications, HERDC publications submission, Category 1-4 grant income, collaborative projects, and the generation of research income against internal, external and international benchmarks;
- Develop, endorse and monitor local policies and programs to foster high quality research outcomes by all academic staff, including early career, mid-career and experienced researchers, and provide advice to the Faculty Research Committee on the continued development of research performance;
- Form working groups to achieve specific goals related to the Research and Research Training portfolio;
- Make recommendations to the Associate Director (Research and Research Training) on the allocation of MCM Strategic funding to Faculty research groups such as Networks and Hubs; and the award of particular RHD scholarships and awards, as required;
- Develop principles and guidelines for RHD application assessment to ensure compliance with University and Faculty policies and maintenance of rigorous entry standards;
- Review and make recommendations on the continuous improvement of both RHD candidate and scholarship selection standards, processes, and procedures;
- Consider the introduction of new RHD courses and any major changes to existing courses, pathways, or changes to the policies relating to RHD student selection, scholarship allocation, progress, and supervision;
- Develop a program of enrichment activities for RHD students and their supervisors to build cohorts and capacity and maintain a culture of collegiality and support;

Membership

- **Chair** – MCM Associate Director, Research and Research Training (or when the chair is unavailable, another member nominated by the chair)
- Active research leaders from each discipline
- Manager, Research and Industry

- Music, Visual and Performing Arts Librarian
- Up to two additional members nominated by the Dean
- Director, MCM (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)
As required the Chair will extend invitations to Faculty staff and those external to the MCM to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, Marketing and Communications, etc. calling on expertise across University Services and Chancellery as appropriate.

5.4. Victorian College of the Arts Research Committee

The VCA Research Committee shall undertake the following functions:

- Oversee the development and promotion of the VCA’s strategic research priorities, ensuring alignment with broader University strategic endeavours, Chancellery and University Services strategies and initiatives, and the Faculty Strategic Plan;
- Develop, endorse, and monitor initiatives to achieve the VCA’s Key Performance Indicators in research, including competitive research grant applications, HERDC publications submission, Category 1-4 grant income, collaborative projects, and the generation of research income against internal, external and international benchmarks;
- Develop, endorse and monitor local policies and programs to foster high quality research outcomes by all academic staff, including early career, mid-career and experienced researchers, and provide advice to the VCA Executive on the continued development of research performance;
- Form working groups to achieve specific goals related to the Research and Research Training portfolio;
- Make recommendations to the Associate Director (Research and Research Training) on the allocation of VCA Strategic funding to Faculty research groups such as Networks and Hubs; and the award of particular RHD scholarships and awards, as required;
- Develop principles and guidelines for RHD application assessment to ensure compliance with University and Faculty policies and maintenance of rigorous entry standards;
- Review and make recommendations on the continuous improvement of both RHD candidate and scholarship selection standards, processes, and procedures;
- Consider the introduction of new RHD courses and any major changes to existing courses, pathways, or changes to the policies relating to RHD student selection, scholarship allocation, progress, and supervision;
- Develop a program of enrichment activities for RHD students and their supervisors to build cohorts and capacity and maintain a culture of collegiality and support.

Membership

- **Chair** – VCA Associate Director, Research and Research Training (or when the chair is unavailable, another member nominated by the chair)
- Active research leaders from each discipline
- Manager, Research and Industry
- Music, Visual and Performing Arts Librarian
- Up to two additional members nominated by the Dean
- Director, VCA (ex officio)

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)
As required the Chair will extend invitations to Faculty staff and those external to the VCA to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, Marketing and Communications, etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

5.5. Human Ethics Advisory Group

The primary function of a Human Ethics Advisory Group (HEAG) is to provide preliminary assessment of human research projects submitted by staff and students in a department, school or faculty; and to advise the relevant Human Ethics Sub-Committee (HESC) and the central Human Research Ethics Committee (HREC) on issues pertaining to human research ethics in the department, school or faculty.

Terms of Reference

- Examine proposals which involve the use of humans as participants in the research of staff and students of the Faculty of Fine Arts and Music and to advise the HREC and its Sub-Committees on whether the proposals comply with the ethical guidelines adopted by the University and the Human Research Ethics Committee.
- Assess the ethical implications and the academic value including methodology and technical aspects of proposals to be conducted by staff and students of the Faculty prior to submission of the proposal to the appropriate Human Ethics Sub-Committee, in accordance with the policy and procedures adopted by the HREC.
- Consider, approve and keep appropriate records of Project-within-Program proposals, which are derived from Program applications of research previously approved by the Human Ethics Sub-Committees. To report Project-within-Program approvals and forward a signed copy to the HREC.
- Consider, approve and keep appropriate records of Minimal Risk proposals. To report Minimal Risk approvals and forward a signed copy to the HREC.
- Assist and advise the HREC and its Sub-Committees as follows:
 - to ensure that investigators are appropriately qualified to conduct the research including any specific procedures proposed by them in a project;
 - to ensure that proper arrangements are made in accordance with University and HREC policy for security and disposal of confidential data collected in the course of research;
 - to monitor research projects conducted by staff and students of the department in accordance with the National Statement on Ethical Conduct in Human Research and University procedures;
 - to keep appropriate records for audit and compliance purposes.
- To provide ethics training for department researchers, supervisors, post-graduate students and HEAG members, including information on the policy and procedures of the University's ethics committees.
- Representatives of HEAGs are to attend information sessions and other training seminars provided by the HREC.
- The HEAG must provide an annual report to the HREC on its activities, including:

- current membership including name of Chair and contact details
- procedures for consideration of proposals, including details and frequency of meetings
- procedures for monitoring of projects, including projects being undertaken overseas
- security of data, conditions of storage, development of protocol for storage, access, disposal
- ethical problems which may have arisen in relation to conduct of projects, complaints
- list details of all Project-within-Program applications approved by the HEAG,
- list details of all Minimal Risk applications approved by the HEAG.
- The Chair and/or other HEAG members are to attend at least one meeting of the relevant Human Ethics Sub-Committee to discuss the HEAG annual report and other issues of common interest.

Method of operation

- The HEAG is to meet regularly during the year to review projects and to discuss general issues relating to the ethical review of research. Minutes, including decisions regarding project approvals made at the meetings, must be recorded, in particular those regarding Minimal Risk or Project-within-Program proposals.
- Where projects are reviewed by circulation between meetings a cover sheet with some record for comments and signatures must be kept. Minimal risk projects which are submitted for approval by the department must be discussed at a meeting of the HEAG and cannot be approved by circulation. Details of discussions at the meeting are to be recorded.
- Members of the HEAG may not review and approve their own research. In such cases another person must review the project and sign HEAG approval.

Proposal types

- Individual research projects. Proposals for research involving human participants forwarded by students or staff in the department should be assessed by the HEAG and forwarded to the appropriate Sub-Committee for consideration, together with the Advisory Group's recommendations or comments, where relevant.
- Program applications. In the case of applications for ethics approval of a program of research, researchers are to complete the program application form and forward it to the HEAG for consideration. HEAG members are to make an assessment of the program with regard to academic merit and ethical implications and then forward to the Sub-Committee the Advisory Group's recommendations any other comments, where relevant.
- Project-within-program applications. In the case of project-within-program applications HEAG members are to make an assessment of the project with regard to academic merit and ethical implications and then, if appropriate, approve the project.
- Minimal Risk projects. In the case of Minimal Risk applications considered eligible for approval by the HEAG, Advisory Group members are to make an assessment of the project with regard to academic merit and ethical implications and then, if appropriate, approve the project. The HEAG may decide that a Minimal Risk application requires a full review by the HREC.

Membership

- **Chair** – academic staff member, appointed by the Dean
- Associate Dean, Research (ex officio)
- At least two (2) members of academic staff
- At least one (1) senior academic staff member (Associate Professor or Professor)
- Where possible a post-graduate student should also be appointed to HEAG
- Up to two additional members nominated by the Dean

In attendance:

- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, Infrastructure, Research & Industry, etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Normally monthly from February to November with additional meetings as required.

6. EXTERNAL ADVISORY BOARD

6.1. Faculty Advisory Board

The Faculty of Fine Arts and Music Advisory Board is to advise and support the Dean of the Faculty.

Terms of Reference

The role of the Faculty of Fine Arts and Music Advisory Board is to provide advice and support to the Dean of the Faculty in respect of:

- Strategic policy development and contribution in relation to the Faculty's education and training, research, commercial and community relations programs and strategic directions.
- Arts sector and community needs for new and existing courses offered by the Faculty.
- Promoting the programs of the Faculty within the arts sector and wider community.
- Development of the Faculty's reputation and financial benefaction.
- Participating in the selection committee convened to recommend the appointment of the Dean, Faculty of Fine Arts and Music.

Membership

Members are appointed by Council on the recommendation of the Vice-Chancellor with advice from the Dean of the Faculty.

- Chair (Appointed by Council on recommendation of the Dean from amongst the members)
- Nine members appointed by Council who together possess outstanding expertise in the fields serviced by the Faculty of Fine Arts and Music, being in the visual and performing arts and other relevant sectors, as well as in education, training, research and corporate governance.
- Dean of the Faculty
- One additional member appointed by Council

Members shall comprise a balance of:

- Members who are leaders in the arts professions and / or arts community
- Members who are outstanding practicing artists
- Members who are leaders in government agencies, the corporate and community sectors.

In attendance:

- Faculty Executive Director
- Executive Officer (as appointed by Faculty Executive Director)

As required the Chair will extend invitations to Faculty staff to represent specific portfolios and provide their expertise – such as Human Resources, Strategy, Planning and Finance, External Relations etc. calling on expertise across University Services and Chancellery as appropriate.

Frequency of meetings

Up to 4 meetings per year with additional meetings if required.

Faculty of Fine Arts and Music Committee Structure

