

澳門科技大學
MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY

DOCUMENTS FOR FACULTY BOARDS

February, 2016

OVERVIEW

Macau University of Science and Technology (M.U.S.T.) has established a comprehensive committee structure and infrastructure across the University, and, within each Faculty/Department/School/College/Centre/Institute (hereafter abbreviated to 'Faculty'), has established a Faculty Board as a key decision making, recommendatory and reporting Board. Since 2009 it has provided four key documents on Faculty Boards and has conducted full faculty reviews. It has also set out a *Faculty Framework for Quality Assurance* and supplemented this with documentation and a range of pro-formas for the operations of Faculty Boards.

As part of its internal development, M.U.S.T. has distilled into a single document the key points from preceding documents, together with up-to-date advice and requirements that are designed to develop further the operations of Faculty Boards, taking account of discussion at Senate and other committees. This is important for internal University development and it supports the University in its moves towards accreditation.

On 18 November, 2014, the Teaching, Learning and Assessment Committee approved the document below, which sets out *requirements* and *guidance* thus:

REGULATIONS AND REQUIREMENTS (pages 1-12 of the document below)

1. Regulations for Faculty Boards (in English and Chinese)
2. Procedures and Operations of Faculty Boards

GUIDANCE FOR FACULTY BOARDS OF EXAMINERS (pages 13-16 below)

1. Meetings of the Faculty Board
2. Reporting

The *Regulations and Requirements* set out the remit, scope, powers, duties and responsibilities of Faculty Boards, their meetings and members.

The *Guidance for Faculty Boards* concerns, *inter alia*: giving practical advice on the operation of meetings of Faculty Boards and the reporting of meetings and results (including the **required** report pro-forma forma.



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FACULTY BOARDS

February, 2016

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INTRODUCTION

Faculty Boards occupy a central position in the management of the business and the decision making in the Faculty/Department/School/College/Centre/Institute (hereafter abbreviated to 'Faculty'). Some Faculties may wish to have comprehensive membership of the Faculty Board, i.e. all members of the Faculty; others may prefer a selective membership, with other members having the option to attend with observer and non-voting participant status.

Faculty Boards are the gatekeepers of the quality and standards of the academic work of the Faculty and all its related aspects, and, indeed, Faculty Boards are required to 'sign off' many of the proposals that issue from the Faculty. They are a forum for discussion, debate and decision making on key strategic developments, monitoring and review. They report to Senate and are a key centre for strategic policy formulation in the Faculty, accountable to all the members of the Faculties to which they are attached.



澳門科技大學
MACAU UNIVERSITY OF SCIENCE
AND TECHNOLOGY

**UNIVERSITY LEVEL, PART
ONE: REGULATIONS FOR
FACULTY BOARDS**

February, 2016

Article 1

1. Each Faculty/Department/School/College/Centre/Institute (hereafter abbreviated to 'Faculty') which offers degree/diploma programs has a Faculty/Department/School/College/Centre/Institute Board (hereafter abbreviated to 'Faculty Board').

Article 2

1. The Faculty Board is responsible to the Senate for the advancement of the academic programs and their administration under its remit, both inside and, where appropriate, outside the University.
2. A 'program' is defined here as an entire set of courses leading to an award. 'Examination' is defined here as any formal assessment, examination, and/or evaluation of performance which contributes to the grading of students in a course, major or program. 'Assessment' here is defined as the process of reaching a decision on results/marks/grades to be awarded to students. It also includes the provision of formative and summative feedback to students where appropriate. An 'award' here is defined as the students' result in the degree/certificate/diploma awarded, together with its classification (where appropriate).

Article 3

1. Regulations for Faculty Boards apply across Macau University of Science and Technology.

Article 4

1. Faculty Boards have their terms of reference, duties, powers, membership, tenure of office, quorum, procedures, operations, meeting schedules, voting rights, set out in formal documentation which is approved by the University.

Article 5

1. The Faculty Board advises the Faculty and Senate on all matters relating to curriculum, examinations, and the organization of teaching, learning, assessment and research in the Faculty.
2. The Faculty Board considers and reports on any subject of study, singly and in combination in the Faculty, reports to Senate on matters of regulations for the programs in its remit, and responds to requests from Senate and any matters referred to it from Senate.
3. The Faculty Board consults with its own and other faculties on matters related to (1) and (2) here.

Article 6

1. Each Faculty Board shall consist of, at a minimum:
 - *Ex-officio* members:
 - (i) the Dean/Director of the respective Faculty, who is the Chair of the Faculty Board;
 - (ii) the Associate Dean/Assistant Dean/Vice-dean/Deputy Dean/Assistant Director of the respective Faculty (where one has been appointed);
 - (iii) Two or more full-time academic Faculty members (unless a Faculty does not have such members).
 - Other members with voting rights (including members of other Faculty Boards as appropriate) may be invited by the Chair or nominated by one or more Board members, and approved by the Faculty Board. Nominations for membership of the Faculty Board in the category 'other members' must be made to the Chair of the Faculty Board, who has the responsibility for approving such appointments.
 - A Secretary, who should be an academic staff and a member of the Faculty Board.
2. Student representatives may be invited by the Chair to attend meetings of the Faculty Board for special/particular issues (as decided by the Chair). Student representatives may not participate in the discussion of reserved areas of business at the meeting; such reserved areas of business will be defined by the Faculty Board, and the student(s) will be required to withdraw from that part of the meeting. Student representatives do not have voting rights.
3. Observers may be invited/nominated by and approved by the Faculty Board, but they have no speaking right unless invited by the Chair, and no voting rights.
4. Members of the Faculty Board are nominated by the Chair and appointed by the Senate.

5. Each Faculty Board has a Chair and a Secretary.
6. The Chair of the Faculty Board may appoint a Deputy Chair of the Faculty Board.
7. Members of a Faculty Board are not required or permitted to attend the meeting of other Faculty Boards, except by special request and for special reasons and circumstances (e.g. if a matter being considered by one Faculty Board involves another part of the University with its own Faculty Board).
8. Substitutes for members of the Faculty Board are only permitted in exceptional circumstances and must be approved by the Chair or Deputy Chair of the Faculty Board.

Article 7

1. Two thirds of the membership shall form a quorum at each meeting (rounded down to the nearest whole person). In the event that a meeting is or becomes inquorate, it may still continue though no voting may be conducted.

Article 8

1. Minutes must be taken, by the Secretary to the Faculty Board, of all meetings of the Faculty Board.
2. All attendees and absentees from meetings of the Faculty Board must be minuted.

Article 9

1. The Chair of the Faculty Board must file a formal written report on each meeting of the Faculty Board, using the University pro-forma.

Article 10

1. These Regulations are approved by the University Senate. Any changes and amendments must be approved by the Senate.



澳門科技大學 MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY

大學層面 – 第一部分 學院委員會規章

2016年2月

第一條

1. 各開辦學位/文憑課程的學院/學部/中心/研究所（下稱「學院」）均設學院/學部/中心/研究所學術管理委員會（下稱「學院委員會」）。

第二條

1. 學院委員會在其職權範圍內提升及管理校內及校外（如適用）的學術課程，並向學術及教學委員會負責。
2. 「學位課程」指完成一個學位所須的所有科目設置。「考試」指在學位課程、專業或科目中，用作評定學生成績的正規的評核、考試及/或評估。「評核」指完成給學生成績/評分/評級的程序，同時還包括適時給學生進展性及總結性的反饋。「授予」指學生按照取得學位/證書/文憑要求而得到的成績及其學位榮譽等級（如適用）。

第三條

1. 學院委員會規章適用於澳門科技大學。

第四條

1. 學院委員會的職權範圍、職責、權力、成員、任期、法定人數、程序、運作、會期、投票權載於大學核准的正式文獻中。

第五條

1. 學院委員會就學院內的課程設置、考試、教學、評核及研究的組織工作向學院和學術及教學委員會提出建議。

2. 學院委員會仔細考慮並報告學院內單一及混合的學習題材、就其職權範圍向學術及教學委員會報告關於學位課程的規定，及處理學術及教學委員會囑咐及交托之事宜。
3. 學院委員會與自己及其他學院就有關本條第一及第二款所述事宜進行磋商。

第六條

1. 每一學院學術管委員會的成員最少包括：
 - 必然成員：
 - (i) 各學院院長/所長 — 擔任學院委員會主席；
 - (ii) 各學院副院長/助理院長/助理所長（如學院設有此職位）；
 - (iii) 兩個或以上的學院全職教學人員（學院不具備此等成員除外）。
 - 其他成員（如情況合適，包括其他學院委員會成員）：由主席邀請，或由一位或多位委員會成員推薦，並由學院委員會批准；
 - 秘書：為教學人員及學院委員會的委員；
2. 學生代表：由主席決定，可就特別/特殊事情邀請學生參加學院委員會會議。學生代表不得參與討論有所保留的議題，此等議題由學院管理委員會界定，會議中如遇上述情況，則學生代表將被要求離席。學生代表不具投票權；
3. 觀察員：由學院委員會邀請/推薦並獲批准列席會議；除經主席邀請外，觀察員不具發言權，且不具投票權。
4. 學院委員會成員由主席提名，並由學術及教學委員委任。
5. 各學院委員會設有主席及秘書各一名。
6. 學院委員會主席可任命一名學院委員會副主席。
7. 學院委員會的成員無需出席或不被允許參加其他學院委員會會議；遇特別要求、特殊理由及情況除外（如學院委員會正檢核涉及大學與其本身有關的事務）。
8. 僅在例外情況下，經學院委員會主席或副主席批准後方可替補成員。

第七條

1. 每次會議的法定人數（向下取整）必須達到全體成員人數的三分之二。倘若會議未達到法定人數或法定人數變為不足時，會議可以繼續，但不可進行投票。

第八條

1. 所有學院委員會會議必須作記錄，並由委員會秘書執行。
2. 所有出席及缺席會議的成員必須載於會議記錄中。

第九條

1. 學院委員會主席必須將正式會議記錄報告存檔，該報告須使用大學規定之表格撰寫。

第十條

1. 本規章由大學學術及教學委員會核准，任何更改或修訂必須呈學術及教學委員會批示。



澳門科技大學
MACAU UNIVERSITY OF SCIENCE AND
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**UNIVERSITY LEVEL, PART TWO:
PROCEDURES AND OPERATIONS
OF FACULTY BOARDS**

POWERS, DUTIES AND RESPONSIBILITIES OF THE FACULTY BOARD

FACULTY BOARD

1. Within the policies, procedures and priorities established by the Senate, the Faculty Board is responsible to the Senate for matters including (but not limited to):
 - All matters relating to programs, admissions to programs, curricula, teaching, learning, supervision, examinations and assessments, and research in the programs in that Faculty;
 - Considering and reporting to the Senate on any of its programs;
 - Regulations concerning programs and awards in that Faculty Board;
 - Answering questions relating to the work of the Faculty and its Board;
 - Handling any matters referred to it by the Senate;
 - Submitting to the Senate and/or appropriate committees/councils the names of those suitable for appointment as examiners, both internal and external;
 - Consulting with any other Faculty on matters related to the purposes set out here;
 - Submitting proposals to the Senate for the development of the Faculty, and to manage, review and implement the approved plans and staff appraisal;
 - Considering any matters relating to the teaching and/or administration of programs in the Faculty, and making any necessary recommendations to other committees or Faculty Boards as appropriate;
 - Liaising with other Faculty Boards as necessary and/or as required;
 - Carrying out such duties and responsibilities as agreed with other Faculty Boards, either separately or together with that other Faculty Board;
 - Making arrangements for consultation with the student body, and for receiving student opinion and feedback;

- Maintaining and monitoring the academic standards of the Faculty, in particular, being responsible for:
 - (i) submission of proposals to the Senate for launching, amending or closing any academic programs/majors/courses within the Faculty;
 - (ii) monitoring and reviewing undergraduate, postgraduate and other academic programs in the Faculty and provision of relevant information in the annual report to the Senate;
 - (iii) determining the specific admission requirements of the departments within the Faculty, taking note of the suggestions of other departments and the general University admission standards and requirements;
 - (iv) providing guidance and advice to the departments/programs within the Faculty on the implementation of University academic rules and regulations.
- Setting up sub-committees as needed in support of the academic and research work of the Faculty;
- Considering internal and external quality audit reports on the Faculty and making recommendations to the Teaching, Learning and Assessment Committee and/or the Graduate Studies Committee, and other Committees on request, for any consequent changes to quality assurance and enhancement practices in their Faculty or in the University;
- Discussing any other matters as instructed by the Senate and making suggestions as appropriate;
- Providing information on request regarding the quality of teaching and learning of the Faculty;
- Carrying out any other responsibilities as advised or assigned by the Senate;
- Offering guidance and advice to the Chair on matters relating to academic developments and policy relevant to the Faculty and on such other matters as he/she may refer to it on (*inter alia*), for example:
 - (i) Strategic planning and plans;
 - (ii) Annual plans and reports;
 - (iii) Targets for student intake;
 - (iv) Learning, teaching and assessment;
 - (v) Research;
 - (vi) Conference matters;
 - (vii) Resource allocation and administration;
 - (viii) Teaching loads/arrangements;
 - (ix) Supervision arrangements;
 - (x) Quality assurance;
 - (xi) Academic standards;
 - (xii) Student-related matters;
 - (xiii) Curriculum matters;
 - (xiv) Administrative tasks and arrangements;
- Meeting a minimum of once every semester, and more times as deemed necessary by the Chair or where the Chair has received a written request for a

- meeting from not less than one quarter of the *ex officio* members of the Board.
2. Notification of meetings, together with their agenda, prepared in consultation with the Chair, shall normally be sent out by the Secretary not less than seven days before the meeting. An extraordinary meeting may be called at shorter notice and may be convened if requested by not less than one quarter of the membership of the Faculty Board. Minutes of each meeting shall be circulated to all members of the Faculty Board no later than with the agenda of the following meeting.
 3. Faculty Boards may seek permission in writing from the Senate and on the basis of written evidence presented to the Senate, to vary from the standard arrangements concerning the roles and responsibilities of its officers and committees.
 4. Faculty Boards must use one meeting each academic year to review the overall performance, programs and activities of the Faculty in respect of its teaching and postgraduate supervision.

CHAIR OF THE FACULTY BOARD

1. The duties of the Chair are several. Whilst some basic responsibilities are indicated below, others of a more unpredictable nature will arise from time to time and may vary from Board to Board.
2. The Chair exercises academic leadership in furthering the interests of the Faculty Board, and in stimulating and fostering teaching and research in the Faculty.
3. The Chair frequently acts as the representative of the Faculty Board or on its behalf. When acting as the representative of the Faculty Board, the Chair must convey the majority opinion of the Faculty Board and his/her own where he/she knows that these differ. When acting on behalf of the Board (e.g. Chair's action), as may be necessary (e.g. for emergency matters and for speedy and efficient administration), the Chair will report action taken to the Faculty Board at its next meeting. The Chair may have to take executive decisions within the framework of policy approved by the Faculty Board (e.g. in respect of admission of students to, and the exclusion of students from, programs) or in providing information to the appropriate University committees. The Chair is expected to represent the interests and views of the Faculty Board in the wider University, and especially on those committees and bodies of which he/she is a member.
4. The Chair chairs meetings of the Faculty Board, ensures that meetings are held when required and that proper notice is given of these, together with an agenda sent to all members.
5. The Chair is responsible for ensuring that all matters for which the Faculty Board is responsible are brought to, and sufficiently discussed by, the Board.
6. The Chair is responsible for ensuring that decisions of the Faculty which require action to be taken, have that action taken.
7. The Chair is responsible for preparing an annual report detailing, major activities and events during the previous year and presenting a program for the coming year for discussion by the Faculty Board, including proposals for the allocation of technical and administrative assistance, working spaces, and matters concerning

the commitment of routine expenditure. The responsibility for the correct use of resources allocated to a particular Faculty Board rests with the Chair, and this responsibility must be discharged in consultation with the financial officers of the University.

8. The Chair must consult members of the Faculty Board in accordance with the requirements of the Senate.
9. The Chair is responsible for making recommendations to those University committees that are concerned with promotions and probationary period of academic, administrative and technical staff under his/her remit.
10. The Chair is responsible for ensuring that proper records are kept in the Faculty, especially in respect of the academic progress and performance of students.
11. The Chair is responsible for interpreting and implementing the University Safety Policy in respect of the needs of the Faculty, and for reporting defects and safety hazards relating to their buildings and areas to the appropriate University Officer.
12. The Chair must advise the Faculty Board on relevant matters of quality assurance in Faculty's activities and programs.

SECRETARY TO THE FACULTY BOARD

1. The Faculty Board elects a Secretary, who must not be a member of the academic staff and who has no voting rights.
2. The period of appointment of the Secretary shall be agreed at the time of the election, and should avoid as far as is possible a simultaneous or near simultaneous change of both the Chair and the Secretary.
3. The Secretary must:
 - Ensure, in consultation with the Chair, that meetings are held when required and that all members of the Faculty Board are given due notice and an opportunity to submit matters for inclusion in the agenda of the meeting, and that the agenda is agreed with the Chair;
 - Keep the minutes of all meetings of the Faculty Board, in which are recorded the names of all those present at the meeting, any apologies received for absence, summary details of the discussions of the Board, and all decisions reached;
 - Circulate the minutes of the meetings and present them for approval at the Faculty Board's next meeting;
 - Maintain any other documentation relating to the Faculty Board's business or discussions;
 - bring to the Faculty Board any requests received from time to time by other bodies/committees/parties for its views, and communicate back to those bodies/committees/parties the views requested;
 - bring to the Faculty Board any requests received for representatives to other bodies/committees/parties and report back the name(s) of the nominated representatives from the Faculty Board;

- ensure that all references to the Faculty Board and to programs within its remit in the university's prospectuses, Faculty Handbooks and other publications are accurate, correct and are up to date.

MEETINGS OF THE FACULTY BOARD

1. The Faculty Board conducts its business in a fair, proper, transparent and ethical manner.
2. An agenda must be sent to all members of the Faculty Board normally no less than seven days in advance of the meeting, together with the minutes of the previous meeting and relevant documents for the meeting, except for extraordinary meetings, where minutes of the previous meeting do not need to be sent.
3. If the Chair is unable to be present at a meeting, he/she may nominate a replacement, or those present shall elect a chair to stand in for that meeting from amongst the ex officio members of the Faculty Board. In the absence of the Secretary from the meeting, those present shall elect a stand-in Secretary for that meeting.
4. Each meeting must consider and approve the minutes of the previous meeting, except where an extraordinary meetings of the Faculty, in which case it is unnecessary to consider and review the minutes of the previous meeting.



澳門科技大學 MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY LEVEL: GUIDANCE FOR FACULTY BOARDS

PART ONE: MEETINGS OF THE FACULTY BOARD

1. The agenda of the meeting of Faculty Board is determined by the Board and its Chair. It is suggested that the agenda be drawn from the list of 'Powers and Responsibilities of the Faculty Board' set out above.
2. The agenda should address, amongst other items within its remit, and where relevant and timely, items from the list below and other items as deemed relevant by the Faculty Board:
 - Strategic planning and plans;
 - Strategic decisions and directions in the Faculty;
 - Existing and proposed programs/majors/courses;
 - Proposals for new programs/majors/courses, amendments to programs/majors/courses, closure of programs/majors/courses;
 - Program review and development;
 - Curricula;
 - Teaching and learning;
 - Assessment and examinations;
 - Research and supervision;
 - Conferences and research seminars;
 - Regulation changes for programs, majors or courses;
 - Reports on, and plans for, activities and events in the Faculty;
 - Membership and work of Boards of Examiners and examiners;
 - Recommendations to Senate;
 - Responses to Senate;
 - Student matters;
 - Quality assurance;
 - Academic standards;
 - Admission requirements for programs;
 - Annual plans and reports;
 - Targets for student intake;

- Resource allocation and administration.

NOTE: Proposals for new programs/majors/courses, changes to programs/majors/courses, and/or closure of programs/majors/courses cannot be passed to the relevant Committees of the University Quality Assurance Office unless and until they have been approved by the Faculty Board.

BEFORE A MEETING OF THE FACULTY BOARD

1. Each meeting must have prepared documents to bring to the Faculty Board, with copies made available before the meeting to afford members of the Faculty Board and the Faculty more widely the opportunity to scrutinize them in advance (with appropriate arrangements for security, e.g. signing out and signing in confidential documents, or restricting access to on-site, supervised viewing).
2. The Chair of the Faculty Board should have reviewed the documentation to provide guidance for the members of the Faculty Board.
3. The Secretary of the Faculty Board should have ensured that all members of the Board have had the opportunity to review all the papers for the meeting.
4. The agenda of the meeting should indicate those items (often kept to the end of the agenda) which are 'reserved business', i.e. from which student representatives must withdraw.

PART TWO: REPORTING

REPORT BY THE CHAIR OF THE FACULTY BOARD

1. The Chair of the Faculty Board must include the following in the report of the final meeting of the Faculty Board in the academic year:
 - The date and time of the meeting.
 - The items addressed in the meeting.
 - The minutes of the meeting, signed by the Chair, which must include: (a) those in attendance and those absent; (b) decisions reached by the Faculty Board; (c) any other matters that the Faculty Board considers important to record.
2. The report must be made on the required pro-forma.
3. A copy of the report must be sent to: (a) all members of the Faculty Board and the Faculty; (b) the Teaching and Learning Committee of the University; (c) the Quality Assurance Office.
4. The Faculty must hold the original copy of the report.

Strictly Confidential

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MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY BOARD REPORT PRO-FORMA

Faculty:

.....

Total number of meetings:.....

**Please attach to this report a copy of the following:
All meeting minutes, which should include the following info**

- 1. The attendance list**
- 2. The agenda**
- 3. Materials discussed on this meeting (if any)**

N.B. This completed form and all its attachments should be completed and kept in the Faculty Office and a copy be sent to the QA Office by 28 (29) February and 31 July.

Signed: Chair of the Faculty Board

Date:

THIS FRONT COVER SHOULD BE USED AS THE FRONT COVER FOR THE REPORT, AND SHOULD BE KEPT AND SUBMITTED TOGETHER WITH ALL THE DOCUMENTS LISTED ABOVE.

This report should be written in conjunction with the regulations of the Faculty Boards.

Please report on the following, where relevant, i.e. it does not mean that every meeting should address and report on every item.

- Strategic decisions, directions, developments, planning and plans;
- Existing and proposed programs/majors/courses;
- Proposals for new programs/majors/courses, amendments to/closure of programs/majors/courses;
- Program review and development;
- Teaching and learning;
- Assessment and examinations;
- Research and supervision;
- Conferences and research seminars;
- Regulation changes for programs/majors/courses;
- Reports on, and plans for, activities and events in the Faculty;
- Membership and work of Boards of Examiners;
- Recommendations and responses to Senate;
- Student matters;
- Quality assurance;
- Academic standards;
- Admission requirements for programs;
- Annual plans and reports;
- Targets for student intake;
- Resource allocation and administration;
- Any other matters.

Please write the report here, and continue on another sheet if required.