

# Academic Quality and Governance Framework

## Introduction

This document outlines the academic quality and governance framework for Kaplan Business School Pty Ltd (“KBS”). The governing body is the KBS Pty Ltd Board of Directors established under the Constitution.

The KBS Board of Directors delegates the responsibility to ensure that KBS fulfils its responsibilities and meets its obligations and responsibilities as a higher education provider to the KBS Academic Board.

The KBS Academic Board, as the principal academic body of KBS, governs and is responsible for all academic matters at KBS. The KBS Academic Board’s key mandate is to ensure that KBS courses and outcomes, and student experiences and success, are of the highest quality. The KBS Academic Board oversees all matters relating to teaching, learning and scholarship within KBS. The KBS Academic Board operates in conjunction with the ownership and management of KBS to assure academic integrity and has responsibility for the achievement of KBS educational philosophies and plans. The KBS Academic Board and its Committees develop, implement, endorse and review academic policies, and monitor the delivery of KBS subjects and courses.

The KBS Academic Board delegates responsibility to:

- the Course Advisory Committee to oversee the development and ongoing review of all KBS courses;
- Grade Ratification and Assessment Committee (the “GRAC”) to approve results before publication and review and monitor assessment procedures and policies;
- Appeals Committee to review students’ academic appeals regarding admission, retention, dismissal and other academic matters such as grade appeal and determine whether to grant or dismiss the application, and
- the Teaching & Learning Committee for monitoring and reporting on quality assurance processes for teaching and learning within KBS in order to ensure that day-to-day academic operations meet quality educational standards.

## Review of Terms of Reference

The KBS Board of Directors may review and amend these terms of reference at any time.

## ACADEMIC BOARD AND COMMITTEE MEMBERSHIP

### Background

This section assists the KBS Board of Directors, the KBS Academic Board and its Standing Committees to fulfil their roles and responsibilities as outlined in the Terms of Reference for each committee and describes the procedures that must be followed by the committee in performing its functions and duties.

### Appointment and Skills of Committee Members

- Membership of the Academic Board is determined by the KBS Board of Directors and will be reviewed at least once every two years to ensure that the balance and type of members is the optimum to achieve KBS's educational philosophies and academic strategic priorities.
- The Chair of the KBS Academic Board is an independent appointment and is appointed by the KBS Board of Directors.
- Independent member appointments to committees should broadly reflect the diversity of the population as well as the seniority and appropriate experience suitable for the functions of the Committee and will be reviewed at least every two years.
- A committee member may resign from the Committee by notice in writing to the Committee Chairperson.
- A committee may co-opt members based on their experience as necessary.
- At the discretion of the KBS Board of Directors, independent members of the KBS Academic Board and committees may be required to enter into a Deed of Confidentiality.

### Members' Duties

Members must always:

- act in the best interests of KBS as a whole;
- act in good faith, honestly and for a proper purpose;
- exercise appropriate care and diligence;
- not improperly use their position to gain an advantage for themselves or anybody else and any conflict of interest.

### Minutes

- The Secretariat minutes meetings and in the case of the Academic Board, the Chairperson must sign the minutes within a reasonable time after the meeting.
- The Secretariat and the Chairperson are responsible for ensuring the minutes are accurately recorded, prepared and distributed.

### Independent Advice

- Membership of the KBS Academic Board will include a majority of independent members and a majority of members ordinarily resident in Australia at all times.
- The Kaplan Board of Directors may commission independent advice or assistance to assist the KBS Academic Board/committees in carrying out its terms of reference.

### Quorum

A quorum will be: in the case of an even number of members, half of the members plus one; or, in the case of an odd number of members, the next highest whole number after half the number of the members. In the case of a tied vote, the Chair has the casting vote.

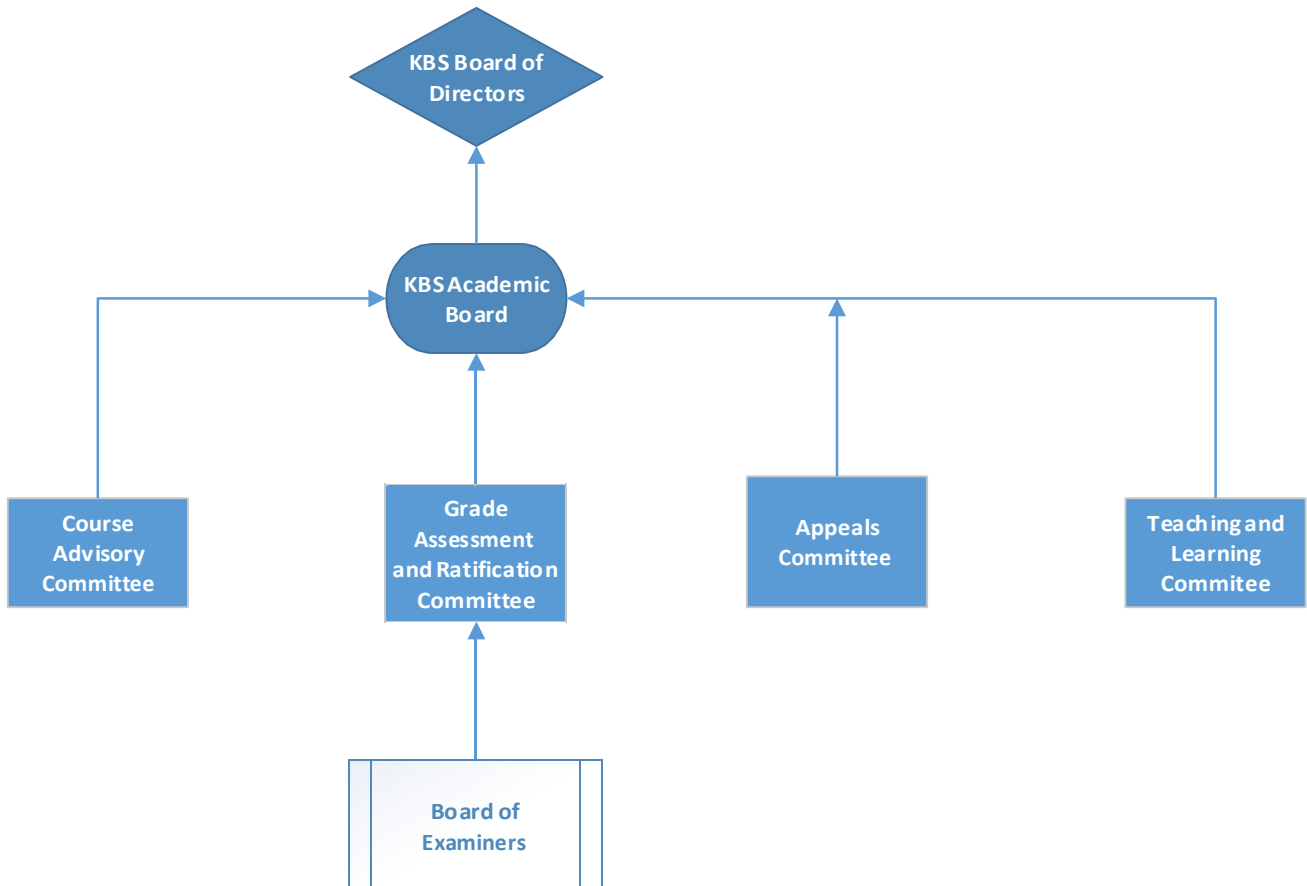
### Absence from meetings

In the absence of the Chairperson, the Deputy Chairperson will Chair. In the absence of the Chairperson and Deputy Chairperson, the members present will elect a member to act as Chairperson.

### Governance Calendar

A governance calendar will be published annually.

### Governance Structure



## **KBS ACADEMIC BOARD**

### **Role**

The KBS Academic Board is an independent body of academics and industry practitioners established under the Constitution responsible for the academic governance of all KBS's courses. The KBS Academic Board has the delegated authority of the KBS Board of Directors to provide advice and academic oversight of all courses delivered by KBS including the conferral of its higher education awards and the delegation of academic governance to an appropriate body. The KBS Academic Board advises the KBS Board of Directors on matters relating to teaching, scholarship and academic governance.

### **Responsibilities**

Using the powers delegated to it by the KBS Board of Directors the functions of the KBS Academic Board are to:

- Monitor the academic management of KBS and its performance as a tertiary education institution and provide guidance and direction to the KBS Board of Directors on any measures to be taken to ensure that academic standards are comparable to those of other university and higher education institutions delivering similar courses.
- Foster excellence in teaching and learning and encourage lifelong learning.
- Assure the quality of teaching and learning within KBS.
- Act as a forum for the debate of academic issues.
- Ensure a culture of scholarship is developed and nurtured within KBS.
- Approve all courses for submission for accreditation/reaccreditation to TEQSA.
- Consider and make decisions on the admission of students, teaching, assessment and requirements for graduation, prizes, awards and scholarships.
- Monitor and review teaching and learning strategies with KBS's commitment to practice-based learning.
- Review and advise on matters relating to policies to ensure that they are appropriate and reflect higher education best practice while meeting the professional education needs of the relevant industries.
- Determine appropriate strategies for benchmarking courses delivered against similar courses delivered by other university and higher education institutions.
- Receive reports from standing committees or working groups and ensure that their delegated responsibilities are discharged.
- Consider and make recommendations on any matter referred to the KBS Academic Board by the KBS Board of Directors.
- Conferral of KBS's higher education awards.

### **Membership**

- The KBS Academic Board will be composed of no less than eight and no more than twelve members. The indicative composition of the Board will include at least four academics (internal or external), at least one experienced industry practitioner or the Chair of the Course Advisory Committee, one representative from each University partner, where relevant, Kaplan Business School Executive responsible for higher education course development and delivery, key KBS academics and a teaching staff representative.
- The Chair of the KBS Academic Board is an external member.
- Non-voting Secretariat.

### **Frequency of Meetings**

The KBS Academic Board meets at least four times per year according to the Annual Governance Calendar and may be convened with reasonable notice for additional meetings.

### **Standing Committees**

The following committees have delegated responsibilities as detailed in their Terms of Reference for assisting the KBS Academic Board in its role as the principal academic advisory body of KBS:

- Teaching & Learning Committee
- Course Advisory Committee
- Grade Ratification & Assessment Committee
- Appeals Committee

### **Working Groups/ Sub committees**

Each Standing Committee can establish one or more Working Groups/ Sub-committees on a majority vote. A Working Group/ Sub-committee can be created to address a specific problem or to produce one or more specific deliverables.

The membership of a Working Group/Sub-committee will vary depending on its function. A Working Group/ Sub-committee is generally expected to be short-lived in nature and is disbanded upon completion of its goals and/or achievement of its objectives.

Each Working Group has Terms of Reference to guide its function. The Terms of Reference must state the scope of work for group, and lay out goals and milestones that show how work will be completed.

## **KBS TEACHING AND LEARNING COMMITTEE (TLC)**

### **Role**

The KBS Academic Board delegates responsibility to the TLC for monitoring and reporting on quality assurance processes for teaching and learning within KBS to ensure that the day-to-day academic operations meet quality educational standards. The Chair of the TLC (Dean, Kaplan Business School or designate) reports regularly to the Academic Board on all TLC functions, activities and undertakings.

### **Functions**

The functions of the TLC is to:

- Provide a forum for the discussion of teaching and learning trends, issues and challenges.
- Encourage a culture of scholarship and advise the Academic Board on procedures relating to teacher appointment and evaluation.
- Set and review admission requirements.
- Implement academic policies relating to all teaching and learning processes.
- Oversee the student assessment process (assessment validation, moderation, examinations).
- Regularly report to the KBS Academic Board on students' progress, attrition and completion rates and surveys (SELTS and QILT).
- Monitor and review student support strategies implemented to ensure student success (language difficulties, academic support, intervention processes).
- Receive reports and review statistics relating to student appeals against assessment, grievances, discipline and misconduct.
- Undertake benchmarking activities
- Develop an annual Professional Development Plan for academic staff to ensure that professional and discipline based expertise is current, that teaching skills are maintained and updated and that scholarly activity is undertaken.
- Undertake a regular course review process, to improve the quality of teaching through regular use, review of subject/course evaluation surveys, and report on any changes relating to the course structure or delivery methodology.

### **Membership**

Membership of the Teaching and Learning Committee consists of:

- Academic Dean, Kaplan Business School or designate (Chair)
- Director, Academic Quality & Governance
- Discipline specific Academic Directors
- Lecturer Representatives
- KBS Secretariat

### **Frequency of Meetings**

The Committee will meet at least three times per year according to the Annual Governance Calendar and may be convened with reasonable notice for additional meetings.

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## COURSE ADVISORY COMMITTEE

### Role

The Course Advisory Committee is a standing committee of the KBS Academic Board with delegated authority to oversee the development and review of all KBS's higher education subjects and courses. The Course Advisory Committee also considers emerging trends within industry and ensures that KBS's courses are aligned with regulatory requirements and industry needs.

### Functions

The functions of the Course Advisory Committee are to:

- Consider and provide advice to the KBS Academic Board regarding all new course and course change proposals with specific focus on the design, delivery, resources and assessment strategy
- Provide industry and academic expertise concerning all aspects of course development and review processes.
- Recommend and advise KBS on the engagement of external experts, with a view to reviewing and discussing such external reports
- Provide advice, guidance and input regarding all KBS course review projects including reviewing and monitoring KBS's annual course review cycle
  
- Advise on changing trends in the relevant industry and recommend direction and/ or appropriate mechanisms to meet these trends within KBS programs.
- Provide advice on partnerships between KBS, industry and professional bodies and assist KBS in the promotion of such activities.
- Recommend and seek approval from the KBS Academic Board to submit courses to TEQSA for accreditation or reaccreditation.
- Advise on proposed course transition arrangements to support the transition of students affected by major course changes.

### Membership

The membership will include, at least:

- Academic Dean
- 2 internal academics with backgrounds that are appropriate to the course of study
- 1 Academic Board member (Chair)
- 3 external members, at least one of whom has industry experience appropriate to the course of study and the other invited for their academic expertise.
- KBS Secretariat.

### Frequency of Meetings

The Committee will meet at least three times per year according to the Annual Governance Calendar and may be convened with reasonable notice for additional meetings as and when required.

## GRADE RATIFICATION AND ASSESSMENT COMMITTEE

### Role

The Grade Ratification and Assessment Committee (GRAC) is a standing committee of the KBS Academic Board and provides governance to ensure the integrity of grades issued by KBS for all subjects. The GRAC has delegated authority from the KBS Academic Board to determine the validity of grades.

### Functions

The functions of the Grade Ratification and Assessment Committee are to:

- To oversee adherence and alignment to course learning and assessment processes
- Approve subject results
- Monitor and review action items identified through the internal KBS Board of Examiners meetings
- Approve changes to assessment structures outside standards outlined in the Assessment Policy.
- Make recommendations to the KBS Academic Board regarding teaching best practice initiatives, risk of non-compliance with the Australian Qualifications Framework (AQF) and Tertiary Education Quality Standards Agency (TEQSA) initiatives.
- Maintain secure and accurate records of all grades and GRAC meetings

### Membership

Membership of the Grade Ratification and Assessment Committee consists of:

- Two Academic Board Members of which one is a Chair
- Academic Dean, Kaplan Business School
- Director, Academic Quality and Governance
- KBS Secretariat

### Frequency of Meetings

The Committee will meet at least three times per year according to the Annual Governance Calendar and may be convened with reasonable notice for additional meetings in order to determine academic results.

### Standing Delegation(s)

#### Supplementary Examination Grades

- Academic Directors are responsible for reviewing and moderating supplementary grades within their courses of study, and
- The Academic Dean or equivalent is responsible for approving final supplementary examination results and associated final grades.



## Board of Examiners

### Role

The KBS Board of Examiners (BOE) is an internal committee with delegated powers from the Academic Board through the Grade Ratification & Assessment Committee, which is chaired by an external academic. The purpose of the BOE is to review all subjects delivered; their assessments and individual and collective grades awarded across the cohort at the end of each study period. The Board of Examiners reports to the KBS Grade Ratification & Assessment Committee.

### Responsibilities

The functions of the BOE are to:

- Ensure the security of assessment scripts and associated marking guides
- Confirm that all assessments have been conducted in accordance with the current relevant policies and procedures
- Review end of study period results for all subjects delivered
- Ensure that appropriate moderation arrangements are in place and have been implemented in the marking of all assessments
- Consider and review grades awarded (including grade distribution) and any other information relating to the assessments
- Review the grades of all students whose final subject grade is between 46-49
- Consider, as required, any case of student progression and make decisions on the progress of students who are academically at risk
- Ensure implementation of intervention strategies for those students deemed at risk
- Act upon exceptional circumstances and/or academic irregularities that may have occurred
- Consider any special issues concerning student assessments
- Ensure that students have access to a fair and appropriate appeal processes with regard to examination and assessment matters
- Review the list of students who have completed all requirements of their courses

### Membership

The BOE consists of:

- Academic Dean (Chair)
- Academic Directors
- Registrar
- Subject Coordinators
- KBS Secretariat

### Frequency of Meetings

The BOE will meet at least once per study period according to the Kaplan Annual Governance Calendar and may be convened with reasonable notice for additional meetings.

## **APPEALS COMMITTEE**

### **Role**

The Appeals Committee is a standing committee of the KBS Academic Board that ensures the integrity of the KBS student academic appeal process. The Appeals Committee has delegated authority from the KBS Academic Board to determine the outcome of all student academic appeals.

### **Functions**

The functions of the Appeals Committee are to:

- determine the general conduct of the appeal hearing and the procedures to be adopted, as it thinks fit, based on general principles of natural justice and procedural fairness.

The Appeals Committee has the power to:

- Hear the appeal in relation to the determination of the complaint
- Review, uphold, dismiss or vary the determination of the complaint
- Refer the matter back to KBS for further inquiry and determination.

### **Membership**

Membership of the Appeals Committee consists of:

- Three Academic Board Members (one of whom is the Chair)
- Non-voting Secretariat

### **Frequency of Meetings**

The Committee will be convened as and when required.

## Version Control and Accountable Officers

<b>Policy Category</b>		Academic		
<b>Responsible Officer</b>		Vice President, Academic		
<b>Implementation Officer (s)</b>		Chair of relevant Board or Committee.		
<b>Review Date</b>		July 2020		
<b>Endorsed by</b>		<b>Approved by</b>		
Academic Board		Corporate Board		
<b>Version</b>	<b>Authored by</b>	<b>Brief Description of the changes</b>	<b>Date Approved:</b>	<b>Effective Date:</b>
1.0	Quality & Standards Group	Collating existing documentation into one document	30 September 2014	1 October 2014
2.0	Quality & Standards Group	Following the review of the KBS Governance Framework by the Corporate Board, approved changes were made to the membership of the Academic Board	14 April 2015	1 June 2015
2.1	Academic Quality and Governance Team	Updated nomenclature for currency with organisational structure	21 October 2015	23 October 2015
2.2	Academic Quality and Governance Team	Introduction of Terms of Reference for Board of Examiners (BOE) and inclusion of BOE in KBS's academic governance structure.	2 March 2016	10 March 2016
2.3	Academic Quality and Governance Team	<ul style="list-style-type: none"> <li>Removal of Industry Advisory Board and updates made to the title and Terms of Reference of the Course Development Committee.</li> <li>Minor updates made to clarify memberships across academic governance committee</li> </ul>	12 December 2016	24 December 2016
2.4	Academic Quality and Governance Team	<ul style="list-style-type: none"> <li>Added a Standing Delegation from GRAC to Academic Directors and Academic Dean or equivalent, for review and approval of supplementary exam results and final grades.</li> <li>Removal of sentence requiring CAC review and endorsement for professional accreditation applications.</li> <li>Amendments made to Teaching and Learning Committee (TLC) membership to clarify the participation of Academic Directors and removal of sessional academic membership on the TLC.</li> <li>Removal of Vice President, Academic from sub-committee membership and Academic Quality and Governance from Board of Examiners.</li> </ul>	14 June 2017	29 June 2017