

Governance Structure

Policy Owner:	College Director and Principal
Contact Officer:	Company Secretary
Policy Number:	QQARE013
Approved by:	Curtin College Board
Date Approved:	12 February 2014
Last Reviewed:	December 2021

Overview

Curtin College's Governance structure (Appendix A) provides the framework for both the administrative and academic decision making and oversight of quality assurance. The framework provides for accountability in decision making and ensures the quality of the College's operations.

Curtin College operates in two locations: Bentley (Perth) and Singapore.

Corporate Governance

Governing Body

The College's governing body the Board of Directors (Board) of *Colleges of Business and Technology (WA) Pty Ltd*, which is the legal entity that operates Curtin College (Curtin College).

Delegated authorities are identified in a Board-approved delegations policy, which subsequently informs college policies that identify authority limits and delegations at Curtin College. The latter is approved by the appropriate Navitas authority.

A Board approved document articulates the procedures governing selection and appointment of directors and a Charter details responsibilities of the Board, processes for appointment of directors and roles of various members, including the Chief Executive Officer, the Company Secretary and the Chief Financial Officer.

The Board receives Curtin College financial, management and academic reports which in turn are fed through to relevant Navitas committees, including the Navitas Pty Limited Board of Directors.

Curtin College non-academic governance

The College Leadership Team within the College meets monthly and has responsibility for the overall running of the college, continuous improvement, quality assurance and ensuring the College meets its internal and external regulatory and accreditation requirements.

The Student Leaders provide a conduit for student feedback to the College Leadership Group.

Curtin College Academic Governance

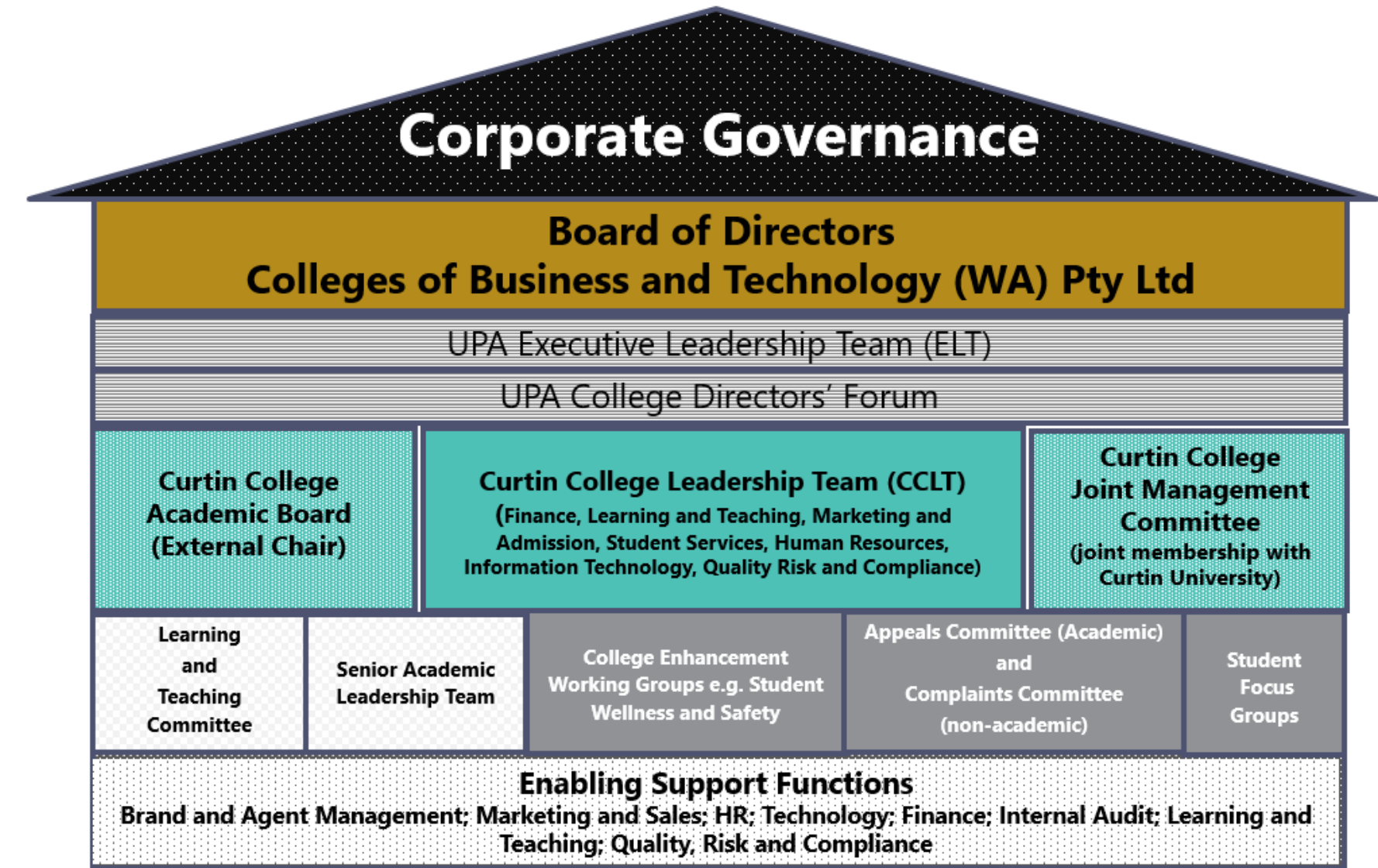
The College's Governance Structure has an academic arm consisting of Academic Board and sub-committees:- Program Advisory Committees, Board of Examiners and the Learning and Teaching Committee. As the College delivers its programs in collaboration with third party partner providers, strategies are in place to ensure that there is parity of academic standards and a comparable student and staff experience across all delivery sites. (Refer Appendix B).

Governance Structure

Version	Last changes:
V1.6 Dec '21	Updated Appendix A Updated Appendix B
V1.5 Apr '19	<ul style="list-style-type: none">• Updated L&T Committee post approval at Aboard 2 April, 2019• Updated membership to include SAS, casual academic teaching staff and student reps• Updated Terms of Reference and meeting regularity

Governance Structure

Appendix A



Governance Structure

Appendix B

Board/Committee	Chair	Membership (part of Terms of Reference)	Terms of Reference	Meeting Schedule
<p>Academic Board (as per Curtin College Board of Directors Terms of Reference)</p>	<p>Independent Chair – with experience in academic leadership including experience at a university academic board or equivalent.</p> <p>Appointed by the Board following consultation with the College Director & Principal</p>	<p>Independent Chair (2-year term, up to 3 successive terms).</p> <p>Curtin College</p> <ul style="list-style-type: none"> • College Director & Principal (ex-officio) • Academic Director (ex-officio) • 4 Program Managers (ex-officio) • 2 Discipline Leads (ex-officio) • Student & Academic Services Manager (ex-officio) • Two students - (2-year terms) <p>Curtin University</p> <ul style="list-style-type: none"> • DVC Academic or nominee (ex-officio) • 2 Faculty Deans, Learning and Teaching on the recommendation of the DVC International (2-year term) • Director, Curtin English (ex-officio) <p>Partner Providers</p> <ul style="list-style-type: none"> • PVC and President, Curtin Singapore (ex-officio) • Director of Academic Studies, Curtin Singapore (ex-officio) <p><i>Currently our only partner is Curtin Singapore, but any other partners in the future will have membership on the board.</i></p> <p>Industry representative – position vacant (2-year term, up to 3 successive terms).</p> <p>The Executive Officer to the Academic Board provides secretarial and administrative support.</p>	<p>Academic Governance is defined by TEQSA as “the framework of policies, structures, relationships, systems and processes that collectively provide leadership to and oversight of a higher education provider’s academic activities (teaching, learning and scholarship, and research and research training if applicable) at an institutional level.”</p> <p>The general function of the Academic Board is to be responsible for helping to ensure that the academic quality, integrity and standards of Curtin College’s operations as an academic institution align with the Australian Higher Education Standards Framework.</p> <p>The specific functions of the Academic Board are:</p> <ul style="list-style-type: none"> • Strategy <ul style="list-style-type: none"> ○ Provide advice on overall strategic academic direction and planning. • Quality, integrity and standards <ul style="list-style-type: none"> ○ Assure compliance with academic aspects of the Higher Education Standards Framework. ○ Report (through the Chair of Academic Board) on academic quality assurance activities to the governing body: Colleges of Business and Technology (WA) Pty Ltd (T/a Curtin College) Board ○ Provide advice regarding academic aspects of TEQSA re-registration of programs. ○ Set, monitor and scrutinise institutional benchmarks for academic quality and outcomes, including but not limited to teaching qualifications, teacher evaluations, student feedback, pass rates and student outcomes. ○ Recommend action/s to improve performance against these benchmarks, 	<p>Three times a year normally:</p> <p>March/April, July/August and November/December</p>

Governance Structure

Board/Committee	Chair	Membership (part of Terms of Reference)	Terms of Reference	Meeting Schedule
		<ul style="list-style-type: none"> • The Academic Board will have regard to: <ul style="list-style-type: none"> - Advice from the College Leadership Team - Advice from the Academic Board's Committees. • The Academic Board may invite any other officer of the College, or any other person, to attend for a specified item of a meeting or to attend a specified meeting, to assist the Academic Board in its deliberations. • The College will endeavour to achieve diversity and gender balance on the Academic Board where possible. <p>The Academic Board may establish other committees/working parties as it sees fit to assist it fulfil its responsibilities. Such committees report to Academic Board by way of their minutes.</p>	<p>including the review of admission criteria where required.</p> <ul style="list-style-type: none"> ○ Delegate authority to the College Director to confer awards. ○ Receive reports on and monitor program and unit performance, including overall unit and course pass rates, progression rates, retention rates, moderation practices and benchmarking (including against Curtin University pass rates in equivalent programs). ○ Consider and approve all College policies relating to academic activities. ○ Monitor compliance with college policies relating to academic activities. ○ Critically evaluate the quality and effectiveness of educational innovations or proposals for innovations. <ul style="list-style-type: none"> • Courses <ul style="list-style-type: none"> ○ Consider and approve all new program proposals as well as major changes to existing programs. ○ Consider whether the available data and information, including that provided by Curtin University, is adequate for conducting effective policy and program reviews. ○ Provide advice regarding academic aspects of TEQSA accreditation of programs. ○ Establish other committees/working parties as it sees fit to help fulfil its responsibilities. Such committees report to Academic Board by way of their minutes. • Learning and Student Experience <ul style="list-style-type: none"> ○ Maintain oversight of academic integrity, including monitoring of potential risks. ○ Approve the academic calendar. ○ Periodically review assessment strategies. 	

Governance Structure

Board/Committee	Chair	Membership (part of Terms of Reference)	Terms of Reference	Meeting Schedule
			<ul style="list-style-type: none"> ○ Periodically review strategies for dealing with poor performing students, to identify efficiencies and improvements. ○ Monitor the quality of Student Services and the Student Experience. • Scholarship <ul style="list-style-type: none"> ○ Review staff qualifications, professional development programs, and scholarship. 	
Academic Board Executive Committee	Chair – Academic Board	<ul style="list-style-type: none"> • Chair – Academic Board • College Director and Principal (or nominee) • Academic Director (or nominee) • DVC Academic or nominee (ex-officio) 	<ul style="list-style-type: none"> • To exercise, subject to any Academic Board resolution to the contrary, any of the functions that are exercisable by the Academic Board, on the condition that: <ul style="list-style-type: none"> • It is not possible or practicable for the Academic Board to exercise the function in a particular case; and • Any exercise of a function by the Academic Board Executive must be reported as soon as practicable to all Academic Board members. • To recommend to Academic Board formal endorsement of any decisions by the Executive Committee at the next Academic Board meeting. 	As required.
Learning and Teaching Committee	Academic Director	<p>Curtin College</p> <ul style="list-style-type: none"> • Academic Director • College Director & Principal • 4 x Program Managers • 2 x Discipline Leads • 2 x casual academic teachers • Student and Academic Services Manager • Student representative <p>Partner Provider</p> <ul style="list-style-type: none"> • Director of Academic Services, Curtin Singapore • Student & Academic Services Manager <p>Executive Officer – Student and Academic Services Officer</p>	<p>All decisions regarding new, amended, or discontinued Curtin College programs and units must pass through this committee prior to final endorsement/approval by Academic Board.</p> <p>The committee also considers issues pertaining to students' academic experience at Curtin College and Curtin Singapore with an aim toward ensuring that the student experience remains consistently rigorous, authentic and of the highest quality and meets all the requirements of regulatory bodies in all locations.</p>	Monthly

Governance Structure

Board/Committee	Chair	Membership (part of Terms of Reference)	Terms of Reference	Meeting Schedule
			<ul style="list-style-type: none"> • Proposals for new, amended and discontinued Curtin College courses and units • Proposals for new or amended Curtin College academic policies, procedures and processes, strategies and plans • Decisions around academic requirements of regulatory bodies such as TEQSA and EduTrust • Implications for Curtin College when there are policy and program changes proposed/implemented at Curtin University • Implications arising from student surveys at Curtin College and other indicators of student and academic staff satisfaction • Quality assurance and continued enhancement of teaching and scholarship at Curtin College 	
Program Advisory Committee (one for each award program)	Academic Director	<p>Curtin College</p> <ul style="list-style-type: none"> • College Director & Principal • Academic Director • Course Specific Program Manager (attends relevant meeting) • Course Specific Discipline Lead (attends relevant meeting) • Unit Coordinators (as required) • Student & Academic Services Manager • Student Representative (by program) <p>CU Membership</p> <ul style="list-style-type: none"> • Faculty Dean of Learning and Teaching • First Year Coordinator/Course Coordinators of the relevant course(s). <p>Partner Providers</p> <ul style="list-style-type: none"> • Director of Academic Services, Curtin Singapore (Commerce & Humanities only) 	<ul style="list-style-type: none"> • Ensure that the program structure and unit content/outlines are comparable to programs/units at the same level in similar fields at Australian Higher Education Providers. • Ensure that the program content and unit outlines for the Diploma (Stage Two) units are comparable in requirements to programs at Curtin University. • Recommend to the Academic Board, in the context of assuring compliance with the Higher Education Standards Framework, new programs as well as major or minor program changes. • Ensure graduate attributes are as outlined in the Teaching and Learning Plan. • Ensure learning and teaching objectives are reflected in each program as outlined in the Teaching & Learning Plan 	Twice per year

Governance Structure

Board/Committee	Chair	Membership (part of Terms of Reference)	Terms of Reference	Meeting Schedule
		Executive Officer – Student & Academic Services Officer (or nominee)	<ul style="list-style-type: none"> • Update members on key academic policies that have been amended and approved by the College's Academic Board. • Review student feedback and associated analysis. • Endorse benchmarking and KPIs to assure academic performance and standards are comparable with Curtin University and other similar higher education providers. • Review reports from Curtin College unit moderators for onshore and partner programs (if applicable) regarding moderation issues and advise accordingly. • Review issues and pass rates arising from Board of Examiners and make appropriate recommendations. • Make recommendations regarding continuous improvement measures to the Learning and Teaching Committee, College Leadership Team and if appropriate, Academic Board. • Make recommendations on how to improve the interaction between Curtin College and Curtin University Faculties. 	

Governance Structure

Board/Committee	Chair	Membership (part of Terms of Reference)	Terms of Reference	Meeting Schedule
Board of Examiners	Chair - Academic Director (or nominee)	<p>Bentley Campus</p> <ul style="list-style-type: none"> Academic Director 4 x Program Managers (attends relevant meeting) 2 x Discipline Leads (attends relevant meeting) <i>Program Coordinator - Curtin University representatives from all Faculties - Diploma (Stage 2) BoEs only</i> <p>Executive Officer - Student and Academic Services Officer</p> <p>Partner Programs (Singapore)</p> <ul style="list-style-type: none"> Academic Director (or nominee); Program Manager – Commerce Program Manager – Humanities Director of Academic Services, Curtin Singapore <p>Executive Officer – Student and Academic Services Officer</p>	<ul style="list-style-type: none"> Fulfil the role of Board of Examiners as detailed in Curtin College's policies and procedures. Determine the academic status of students as being Good Standing, Conditional 1, Conditional 2 or Terminated. Provide recommendation to the College Director & Principal to confer awards for those students deemed to have completed all requirements of their enrolled course (as delegated by Academic Board). Provide rationale for extension of studies for international students so that Confirmation of Enrolments can be produced/amended (not applicable for Singapore) 	Once per study period (Trimester/Semester) after results have been finalised and input into the SMS system.