

Governance Structure

Policy Owner:	College Director and Principal
Contact Officer:	Company Secretary
Policy Number:	QQARE013
Approved by:	Curtin College Board
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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 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 Colleges' 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).

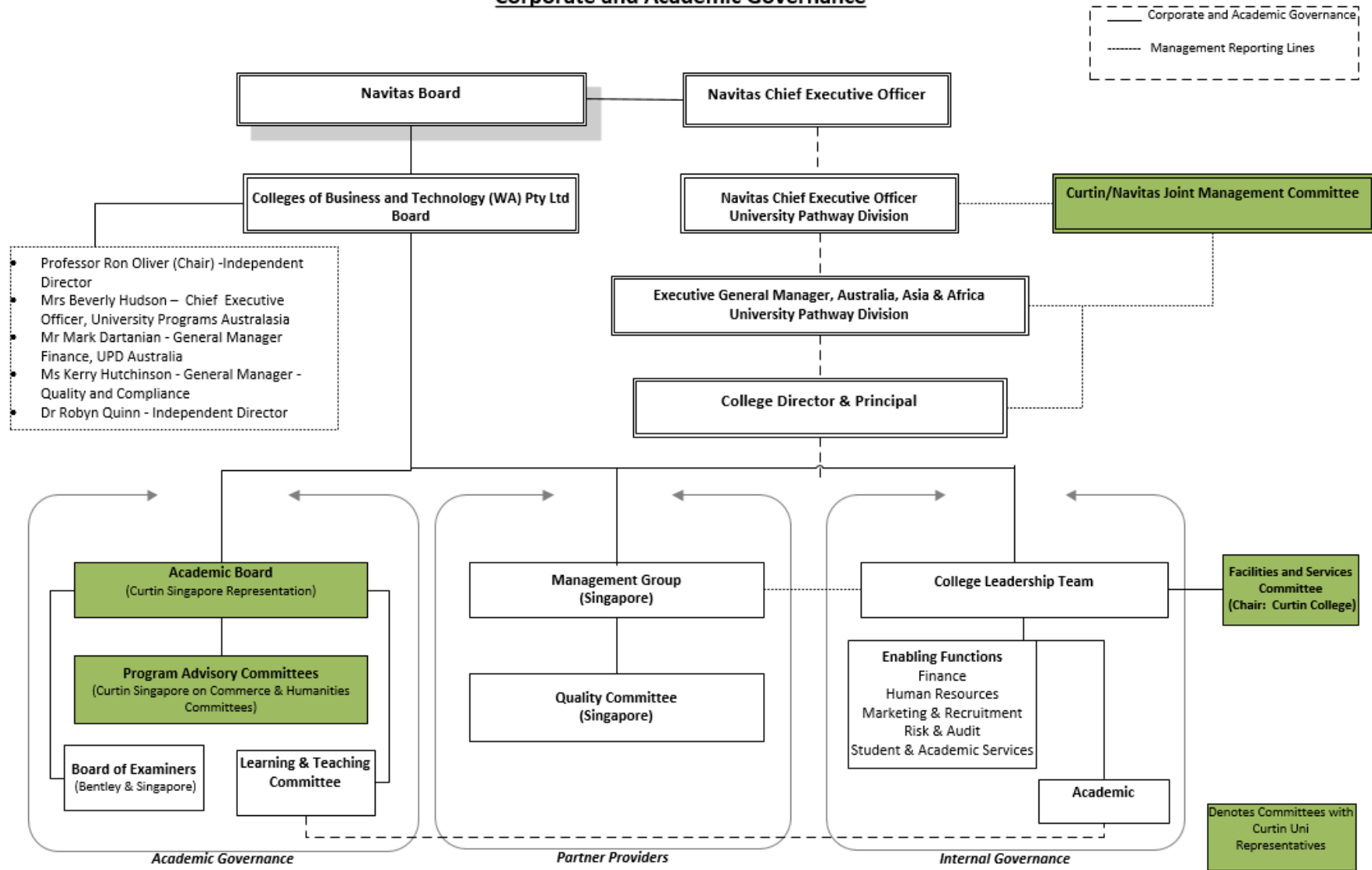
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Version	Last changes:
V1.5 Apr '19	<ul style="list-style-type: none"> • Updated L&T Committee post approval at Aboard 2 April, 2019 • Updated membership to include SAS, casual academic teaching staff and student reps • Updated Terms of Reference and meeting regularity
V1.4 Feb '18	<ul style="list-style-type: none"> • Updated Appendix A – Colleges of Business and Technology (WA) Pty Ltd membership (Professor Ron Oliver – Chair) • Replaced Senior Management Group with College Leadership Team
V1.3 Aug '17	<ul style="list-style-type: none"> • Academic Board Terms of Reference updated following 21 August 2017 Academic Board meeting. Updated ToR requested by College Board of Directors.

Governance Structure

Appendix A

Corporate and Academic Governance



Governance Structure

Appendix B

Board/Committee	Chair	Membership	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>Curtin College</p> <ul style="list-style-type: none"> • College Director & Principal • Academic Director • 4 x Program Coordinators • Academic Coordinator, Language, Learning & Teaching • Director Quality & Student Services <p>CU Membership</p> <ul style="list-style-type: none"> • DVC Education (or nominee) • DVC International (or nominee) • 1 x Faculty Dean, Teaching and Learning • Director of Curtin English <p>Partner Provider</p> <ul style="list-style-type: none"> • PVC, Curtin Singapore <p>Students</p> <ul style="list-style-type: none"> • Two students 2 year terms (One student elected by College students annually). <p>Executive Officer: Student & Academic Services Coordinator (or nominee)</p> <p>The Board will also have regard to:</p> <ol style="list-style-type: none"> 1. Advice from the College Leadership Team 2. Advice from the Academic Board's Committees 	<ul style="list-style-type: none"> • Academic Board oversees academic quality assurance for the College's teaching, learning, and scholarship activities to assure compliance with the Higher Education Threshold Standards. This includes but is not limited to the following: • Develop, monitor and review academic policies and processes. • Review and approve the structure and content of all new programs of study (Awards) and all major/minor changes to programs of study as recommended by Program Advisory Committees. • Approve the conferral of all Awards. • Assure academic standards are comparable with corresponding Curtin University programs and units of study. • Ensure the recommendations of all Board Committees are considered and actioned. • Oversee and monitor academic effectiveness including teaching evaluations, student feedback, student retention, progress rates, grade distributions, course completions, learning and teaching innovation and graduate satisfaction. • Setting and monitoring institutional benchmarks for academic quality and outcomes, including in respect of course, unit results and student outcomes. Recommend action to improve performance against these benchmarks where required. <p>Following each meeting, the Academic Board shall provide a report on academic governance activities for Curtin College and minutes of each of its meetings for consideration by the Board.</p>	<p>Three times a year, typically: Feb/March, June/July and November/December</p>

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			<p><i>Committees</i></p> <p>The Academic Board may establish such committees as it sees fit to assist it fulfil its responsibilities.</p>	
Academic Board Executive Committee	Chair – Academic Board	<p>Chair – Academic Board</p> <ul style="list-style-type: none"> College Director and Principal (or nominee) Academic Director (or nominee) Curtin DVC (International) or nominee 	<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 Coordinators Academic Coordinator, Communications 2 x casual academic teachers SAS Student representative <p>Partner Provider</p> <ul style="list-style-type: none"> Director of Academic Services, Curtin Singapore 	<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> <ul style="list-style-type: none"> Proposals for new, amended and discontinued Curtin College courses and units 	Monthly

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			<ul style="list-style-type: none"> • 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 <p>[full ToRs]</p>	
<p>Program Advisory Committee (one for each award program)</p>	<p>Academic Director</p>	<p>Curtin College</p> <ul style="list-style-type: none"> • College Director & Principal • Academic Director • Course Specific Program Co-ordinator (attends relevant meeting) • Unit Moderators (as required) <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 	<p>Twice per year</p>

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		Executive Officer – Academic Coordinator, Services (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. 	

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Board of Examiners	Chair - Academic Director (or nominee)	<p>Bentley Campus</p> <ul style="list-style-type: none"> • Academic Director • 4 x Program Coordinators • Academic Coordinator, Communication • Student Learning Advisor (or nominee); • <i>Program Coordinator - Curtin University representatives from all Faculties - Diploma (Stage 2) BoEs only</i> <p>Executive Officer - Academic Coordinator, Services (or nominee)</p> <p>Partner Programs (Singapore)</p> <ul style="list-style-type: none"> • Academic Director (or nominee); • Director Quality & Student Services (or nominee); • Program Coordinator – Commerce • Program Coordinator - Humanities <p>Executive Officer – Academic Coordinator, Services (or nominee).</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.