

Academic Quality & Governance Framework
Kaplan Higher Education Pty Ltd.





Introduction

This document outlines the academic quality and governance framework for Kaplan Higher Education Pty Ltd (“KHE”) and its teaching units. The governing body is the KHE Pty Ltd Board of Directors established under the Constitution.

The KHE Board of Directors delegates the responsibility to ensure that KHE fulfils its responsibilities and meets its obligations and responsibilities as a higher education provider to the KHE Academic Board, as identified in the KHE Academic Board Terms of Reference.

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

The KHE Academic Board delegates responsibility to:

- the Course Advisory Committee to oversee the development and ongoing review of all KHE 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 (the “TLC”) for monitoring and reporting on quality assurance processes for teaching and learning within KHE in order to ensure that day-to-day academic operations meet quality educational standards.

Review of Terms of Reference

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





Academic Board and Committee Membership

Background

This section assists the KHE Board of Directors, the KHE 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 KHE Board of Directors and will be reviewed at least once every two years to ensure that the balance and type of members are optimum to achieve KHE's educational philosophies and academic strategic priorities.
- The Chair of the KHE Academic Board is appointed by the KHE 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 KHE Board of Directors, independent members of the KHE 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 KHE 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 all 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 KHE 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 KHE 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.

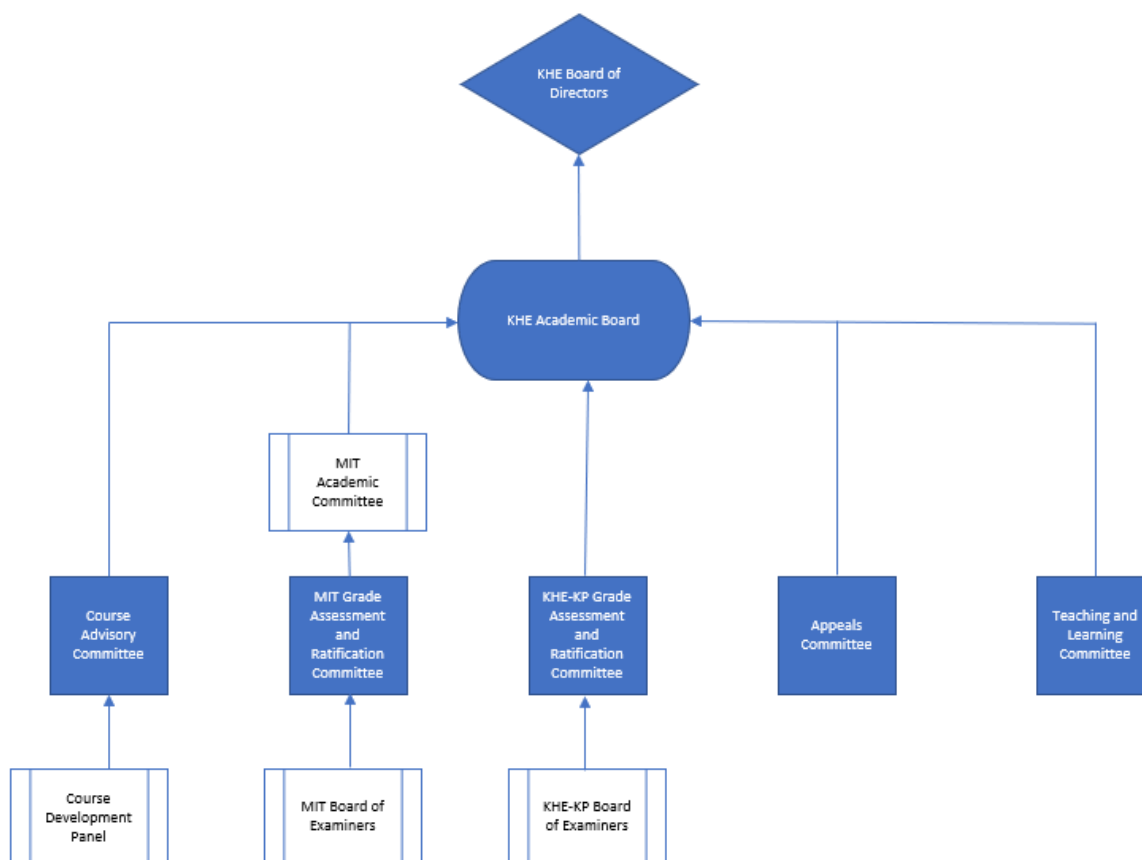
Absence from meetings

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





KHE Academic Board

Role

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

Responsibilities

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

- Monitor the academic management of KHE and its performance as a tertiary education institution and provide guidance and direction to the KHE 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 KHE.
- Act as a forum for the debate of academic issues.
- Ensure a culture of scholarship is developed and nurtured within KHE.
- 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 KHE's commitment to practice-based learning.
- Review and advice 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 KHE Academic Board by the KHE Board of Directors.
- Conferral of KHE's higher education awards.

Membership

- The KHE 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, where relevant one representative from each University partner as a member of the Academic Board or a subcommittee of the Board, the Kaplan Higher Education Executive responsible for higher education course development and delivery, key KHE academics and a teaching staff representative.
- The Chair of the KHE Academic Board is an external member.
- Non-voting Secretariat.



Frequency of Meetings

The KHE 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 KHE Academic Board in its role as the principal academic advisory body of KHE:

- Course Advisory Committee
- Grade Ratification & Assessment Committee
- Appeals Committee
- Teaching and Learning Committee
- MIT Academic Committee

Periodic Reports

The Academic Board will be provided with the following reports at each meeting:

- Standing Committee reports
- Report on the policies that have been updated during the quarter
- Academic Risk Register
- Grievances and academic misconduct trend analysis

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 the group, and lay out goals and milestones that show how work will be completed.



KHE - KP Teaching and Learning Committee (TLC)

Role

The KHE Academic Board delegates responsibility to the TLC for monitoring and reporting on quality assurance processes for teaching and learning within Kaplan Professional (KHE (KP) and Murdoch Institute of Technology (MIT) to ensure that the day-to-day academic operations meet quality educational standards. The Chair of the TLC (Academic Director or designate) reports regularly to the Academic Board on all TLC functions, activities and undertakings.

Functions

The functions of the TLC are 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 KHE Academic Board on students' progress, attrition and completion rates; and surveys (SELTS).
- 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:

- Head of Learning or designate (Chair)
- Head of Faculty
- Director, Academic Quality & Governance
- Discipline-specific Academic Heads
- KHE 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.



KHE - KP and MIT Course Advisory Committee

Role

The Course Advisory Committee is a standing committee of the KHE Academic Board with delegated authority to oversee the development and review of all KHE's higher education subjects and courses. The Course Advisory Committee also considers emerging trends within the industry and ensures that KHE'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 KHE 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 with regards to all aspects of course development and review processes.
- Recommend and advise KHE on the engagement of external experts, with a view to reviewing and discussing such external reports
- Provide advice, guidance and input regarding all KHE course review projects including reviewing and monitoring KHE'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 KHE programs.
- Provide advice on partnerships between KHE, industry and professional bodies and assist KHE in the promotion of such activities.
- Recommend and seek approval from the KHE Academic Board to submit courses to TEQSA for accreditation or reaccreditation.
- Review and advice on proposed course transition arrangements to support the transition of students affected by major course changes.

Membership

The membership will include, at least:

- Head of Faculty
- Head of Learning
- 1 internal academic with a background that is 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.
- KHE 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.



KHE-KP and MIT Course Development Panel

Role

The Course Development Panel (CDP) is an internal working group designed to review existing courses with the explicit intention of making changes, or to design new courses in accordance with the Australian Qualifications Framework and the Higher Education Standards Framework.

It initially involves informal deliberations and reaches formal decisions in documented meetings that are then presented to a Course Advisory Committee for feedback. Multiple CDPs may be occurring at any one time based on discipline -specific course-related needs.

Functions

- Review the performance of existing courses, both quantitatively and qualitatively, to reach conclusions as to whether any changes are needed.
- Generate ideas and draft proposals informed by competitor analyses and industry consultations.
- Present proposals to a Course Advisory Committee (CAC) for feedback, after which deliberations occur to consider the CAC's recommendations.
- Report back to the CAC responding to the recommendations outlining those that will be adopted and reasons why any have been rejected.
- Provide the Academic Board with a discussion paper and all relevant documentation for official endorsement and approval, which will then be submitted to TEQSA.
- Adhere to the Course Review and Accreditation Workflow process, which illustrates the way in which courses should be systematically developed and re-developed.
- Recommend a list of external academics and industry practitioners to be invited as members of the Course Advisory Committee.

Membership

- Head of Learning & Delivery (Chair)
- Head of Faculty
- Discipline specific Curriculum Technical Advisers
- Course Coordinators from that discipline (which may also be the Manager, Learning Programs)
- Project Manager, Course Development (or delegate)
- Manager, Learning Programs (discipline specific)

Frequency of Meetings

CDPs will meet formally at least twice for any existing courses undergoing a significant upgrade, and formally at least three times for the development of any new courses.



KHE-KP & MIT Grade Ratification and Assessment Committee

Role

The Grade Ratification and Assessment Committee (GRAC) is a standing committee of the KHE Academic Board and provides governance to ensure the integrity of grades issued by KHE for all subjects. The GRAC has delegated authority from the KHE 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 KHE Board of Examiners meetings.
- Approve changes to assessment structures outside standards outlined in the Assessment Policy
- Make recommendations to the KHE 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 one of whom is (Chair)
- KP Head of Faculty/ MIT Academic Manager or their nominees
- KP Head of Learning
- Director, Quality Assurance and Governance, Kaplan Australia
- KHE 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 Managers 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.



KHE-KP Board of Examiners

Role

The KHE 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 KHE 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, 64, 74 and 84.
- Consider, as required, any case of student progression and make decisions on the progress of students who are academically 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

Membership

The BOE consists of:

- Head of Faculty (Chair)
- Head of Learning and Delivery
- Manager, Learning Programs (Financial Planning)
- Manager, Learning Programs (Finance and Leadership)
- Technical Consultant (2 members)
- Course Coordinator (3 members)

The Secretariat will be appointed from the BOE's membership.

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.



KHE Appeals Committee

Role

The Appeals Committee is a standing committee of the KHE Academic Board that ensures the integrity of the KHE student academic appeal process. The Appeals Committee has delegated authority from the KHE 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 KHE for further inquiry and determination.

Membership

Membership of the Appeals Committee consists of:

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

Frequency of Meetings

The Committee will be convened as and when required.



Murdoch Institute of Technology (MIT) & Murdoch University Academic Committee

Role

The KHE Academic Board delegates responsibility to the MIT/MU Academic Committee for monitoring and reporting on quality assurance processes for teaching and learning within MIT to ensure that the day-to-day academic operations meet quality educational standards. The MIT/MU Academic Committee reports regularly to the KHE Academic Board and the MU Academic Courses and Admissions Committee on all functions, activities and undertakings.

Functions

The MIT/MU Academic Committee will ensure that consistent academic standards in all programs and courses are maintained through:

Courses:

- Recommend new units, new courses and course changes to KHE Academic Board.
- Review and recommend admission requirements to KHE Academic Board.
- Undertake a regular course review process, to improve the quality of teaching through regular use and review of unit/course evaluation surveys and report on any changes relating to the course structure or delivery methodology and report to MU Academic Council and KHE Academic Board.

Assessment:

- Constitute the MIT Board of Examiners to review grades, analyse results and recommend them to the KHE Grade and Assessment Committee.
- Oversee the student assessment process (assessment validation, moderation, examinations, quality assurance and HESF compliance).

Students/Cohort:

- Regularly report to the KHE Academic Board and MU Academic Council through the MU Academic Courses & Admissions Committee on students' progress, attrition and completion rates; and surveys (SELTS, Graduate Outcomes Survey (GOS), and Student Evaluation Survey (SES)). Both while at MIT and MU.
- Consider feedback and recommendations both KHE Academic Board and MU AC through ACAC.
- Receive reports and review statistics relating to student appeals against assessment, grievances, discipline and misconduct.

Staffing:

- 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.
- Encourage a culture of scholarship and advise the KHE Academic Board and MU Academic Council through the Academic Courses & Admissions Committee on procedures relating to teacher appointment and evaluation.
- Recognition of teaching excellence, including cognizance of the teams (UC, teaching, materials).

Pedagogy:

- Implement academic policies relating to all teaching and learning processes.
- Monitor and review student support strategies implemented to ensure student success (language difficulties, academic support, intervention processes).
- Undertake benchmarking activities.
- Provide a forum for the discussion of teaching and learning trends, issues and challenges.



Membership

Membership of the MIT/MU Academic Committee consists of:

Murdoch University

Chair: Provost

A representative from Creative Media, Arts and Design Discipline Grouping

A representative from Business Discipline Group

A representative from Information, Maths and Statistics Discipline Grouping

A representative from PVCE Portfolio

Kaplan Higher Education

VP, Academic

Director, Quality Assurance and Governance

MIT College Director

MIT Academic Manager

MIT ELICOS Director of Studies

A representative from MIT's Student Liaison Sub-Committee

Externals

Two (2) external representatives chosen for their expertise and knowledge

In attendance

Executive Director, International Education (Australia & New Zealand)

Murdoch University Partnership Manager

Frequency of Meetings

The Committee is required to meet at least three times each year and to submit minutes of the meetings to the Kaplan Higher Education Academic Board and provide an annual report to the Kaplan Higher Education Academic Board and the Murdoch University Academic Council.

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.



MIT Board of Examiners

Role

The KHE (MIT) 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 KHE (MIT) Grade Ratification & Assessment Committee.

Responsibilities

The functions of the BOE are to:

- Ensure the security of assessment scripts and associated marking guides according to policy.
- 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, 64, 74 and 84.
- 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 Manager (Chair)
- Academic Staff Member
- Student Services Manager
- MIT 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.



MIT Student Liaison Sub-Committee

The SLSC is a forum comprised of all MIT students that works in close liaison with key MIT staff to discuss, consider and provide recommendations to MIT on matters that generally affect the student community such as teaching, learning and welfare matters. Whether it is about academic policy, course structure or campus services, the SLSC ensures that the student's voice is heard and that students' interests are communicated and actioned as appropriate.

Role and Responsibility

- The SLSC will discuss and provide recommendations to Murdoch Institute of Technology on matters that generally affect the student community such as teaching, learning and welfare matters.
- The SLSC will identify priority matters that affect MIT students and potential workshop solutions to the matters identified.
- The SLSC is also required to provide an annual report to the MIT-MU Academic Committee.
 - The paper will identify key issues identified by the SLSC for discussion or action, as well as relevant outcomes/ outputs from SLSC's activities over the year.
- SLSC meeting minutes are disseminated to attendees and are forwarded to MIT Management and Kaplan for feedback and action, as appropriate.
- All current MIT students will be informed of changes resulting from SLSC's input.

Membership

- Chair – Student Services Manager (or delegate). The Chair is responsible for ensuring diversity of student interests and views, and for ensuring matters are appropriately triaged for further investigation and resolution.
- All current students are members of the SLSC and able to participate in the SLSC
- Meeting quorum is at least 10 student members in attendance.

Frequency of Meetings

- The SLSC is encouraged to meet at least once per trimester or as requested by a quorum of its student members.



Version Control and accountable officers

Category		Academic		
Responsible Officer		Vice President, Academic		
Implementation Officer(s)		Chair of relevant Board or Committee.		
Review Date		June 2020		
Endorsed by		Approved by		
Academic Board		Corporate Board		
Version	Authored by	Brief Description of the changes	Date Approved	Effective Date
1.0	Quality & Standards Group	Collating existing documentation into one document	30.09.2014	01.10.2014
2.0	Quality & Standards Group	Following the review of the KHE Governance Framework by the Corporate Board, approved changes were made to the membership of the Academic Board	14.04.2015	01.06.2015
3.0	Quality & Standards Group	New Terms of Reference and membership for the MIT-MU Academic Committee, approved by the KHE Board of Directors were inserted	24.07.2015	20.08.2015
4.0	Academic Quality and Governance Team	Introduction of Terms of Reference for Board of Examiners (BOE) and the inclusion of BOE in KHE and MIT's academic governance structure. Academic governance structure updated to reflect the relationships between KHE's Boards and Committees better.	02.03.2016	10.03.2016
5	Academic Quality and Governance Team	<ul style="list-style-type: none"> Removal of Industry Advisory Board and updates made to the title and Terms of Reference of the Course Development Committee. Minor updates made to memberships across academic governance committee structures. 	12.12.2016	24.12.2016
5.1	Academic Quality and Governance Team	<ul style="list-style-type: none"> Added a Standing Delegation from GRAC to Academic Managers and Academic Dean or equivalent, for review and approval of supplementary exam results and associated grades. Removal of the sentence requiring CAC review and endorsement for professional accreditation applications. Removal of Vice President, Academic from sub-committee membership and Academic Quality and Governance from Board of Examiners. 	15.06.2017	29.06.2017
5.2	Academic Quality and Governance Team	<ul style="list-style-type: none"> Updated MIT-MU Academic Committee's terms of reference and introduced an MIT's Student Liaison Subcommittee to KHE_MIT's academic governance structure. 	05.12.2017	20.12.2017
5.3	Quality, Regulations and Standards Team	<ul style="list-style-type: none"> Updated the "Membership" list as nominated by the MIT Academic Committee Meeting held on the 4th December 2018. Inclusion of Course Development Panel (CDP) ToR and updated Governance Structure to reflect introduction of the CDP. 	07.03.2019	13.03.2019