

# 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 an institute of higher education 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 Accreditation and Review Committee (ARC) to oversee the design, 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 appointed by the KBS Board of Directors.
- Independent memberships 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 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 to avoid all conflicts 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.

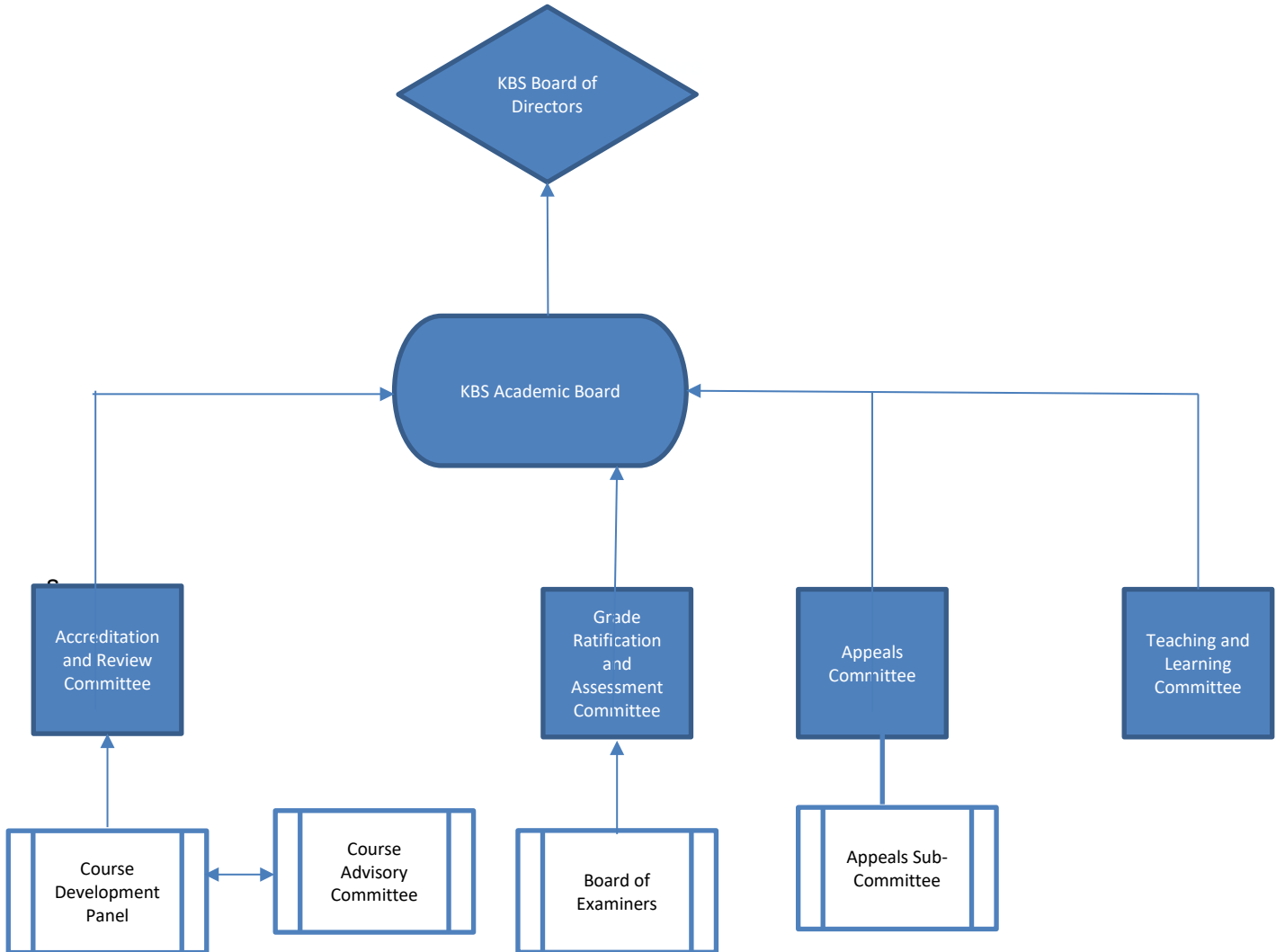
## Absence from Meetings

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 academic and industry practitioners established under the Constitution responsible for the academic governance of all KBS 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:

- Establish and maintain academic leadership at an institutional level, consistent with the types and levels of higher education offered.
- 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
- Assure academic integrity
- 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 strategic decisions on the admission of students, teaching, assessment and requirements for graduation
- 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
- Monitor appropriate strategies for benchmarking institutional practices and courses against similar academic practices and courses of other university and higher education institutions
- Critically evaluate the quality and effectiveness of educational innovations or proposals for innovations
- 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
- Confer KBS's higher education awards
- Set and review admission requirements

## 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, one Student Representative, 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 composition should ideally reflect the following combined expertise skills: Higher Education, Management, Accounting, Marketing, Hospitality, Governance, Information Technology, Business Analytics, International Student and Practitioner.
- The Chair of the KBS Academic Board is an external member.
- Non-voting Secretariat.
- External membership is a 2-year term with a renewal option, subject to review.

## 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
- Accreditation & Review 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. Normally, 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. The Appeals Sub Committee is an exception.

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.

## 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 since the last Academic Board meeting
- Academic Risk Register
- Grievances and academic misconduct trend analysis

---

## **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 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.
- 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 (e.g. language difficulties, academic support, intervention processes).
- Receive reports and review statistics relating to assessment, grievances, discipline and misconduct.
- Undertake benchmarking.
- 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.

### **Membership**

Membership of the Teaching and Learning Committee consists of:

- Academic Dean, Kaplan Business School or designate (Chair)
- Manager, Quality Assurance & Compliance
- Academic Directors (or equivalent)
- Lecturer Representatives
- Student Representative
- 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.

---

## ACCREDITATION & REVIEW COMMITTEE (ARC)

### Role

The Accreditation and Review Committee (ARC) serves a purpose akin to that which would be performed by an external accreditation body. It exists as a forum through which the Academic Board is involved in the design, development and review of all courses and as such remains informed throughout the entire process, from the initial conceptual stages through to the point at which approval is granted for the new or revised courses to be launched. This includes monitoring the proceedings of every Course Development Panel (CDP) and Course Advisory Committee (CAC) with a view to making certain there is full compliance with Kaplan Business School's Course and Subject Development and Review Policy.

### Functions

The functions of the ARC are to:

- Remain abreast of all planned course development scheduled over the next two years via the Course Accreditation and Development Register
- Seek evidence of KBS's capacity to develop the totality of all proposed courses while maintaining the highest standards of quality
- Approve the proposed members of the CAC as requested by the CDP
- Review the minutes of every meeting of the CDP and CAC and provide feedback accordingly
- Review the comprehensive risk assessment and associated mitigation strategies of all proposed courses inclusive of factors related to the KBS Strategic Plan, quality assurance, equity, innovation, student success, student satisfaction, pedagogical practices and assessment design
- Provide updates to the Academic Board on the progress of all course design and development
- Assure compliance with the Course and Subject Development and Review Policy and report on rectification measures implemented upon identification of any contraventions
- Review course proposals with reference to the Australian Qualifications Framework (AQF), Higher Education Standards Framework (HESF) and relevant legislation
- Recommend to the Academic Board that course proposals be approved, modified or declined
- Record the establishment of a project management plan for all approved course development and confirm the plan's completion at the conclusion of the project life cycle

### Membership

Membership of the ARC will comprise:

- At least three external members of the Academic Board (one of whom is the Chair)
- At least one of the external members must possess disciplinary expertise related to the courses for which accreditation or reaccreditation is sought
- Academic Dean (as a non-voting internal representative)
- Secretariat (in attendance only)

### Quorum

A majority of external members in addition to the Academic Dean

### Frequency of meetings

The ARC will convene in alignment with the meetings of the CDP which will be at least twice for any existing courses undergoing a significant review, and formally at least three times for the design of any new courses.

---

## 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 deemed inappropriate.
- Provide advice to the Accreditation and Review Committee (ARC) regarding all new courses and course change proposals with specific focus on the design, delivery, resources and assessment strategy, as appropriate to the relevant AQF level
- Provide the ARC and the Academic Board with the minutes of every meeting held by the CDP and CAC supplemented with a discussion paper that details the progress made regarding the courses in question. These minutes and discussion papers must be presented to the first available meetings of the ARC and the Academic Board that immediately follow any meeting of the CDP and CAC.
- Provide the Academic Board with 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 CAC.

### Membership

- Academic Dean (Chair)
- Academic Director and/or Academic Head of the relevant discipline
- Subject Coordinator from that discipline (which may also be the Academic Director or Head)
- Manager, Quality Assurance & Compliance (or delegate)
- Registrar (or delegate)
- KBS Secretariat

### Quorum

3 members including the Chair and Academic Dean

### Frequency of Meetings

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



---

## COURSE ADVISORY COMMITTEE

### Role

Course Advisory Committees are constituted to provide advice to KBS on the development and review of KBS's higher education subjects and courses. Course Advisory Committees also consider emerging trends within industry and ensure that KBS's courses are aligned with regulatory requirements as well as industry needs and their subsequent impact on existing and new KBS courses.

The Course Advisory Committees provide advice on the compliance of KBS courses with Standard 3.1 of the Higher Education Standards:

"The content and learning activities of each course of study engage with advanced knowledge and inquiry consistent with the level of study and the expected learning outcomes, including:

- a. current knowledge and scholarship in relevant academic disciplines
- b. study of the underlying theoretical and conceptual frameworks of the academic disciplines or fields of education or research represented in the course, and
- c. emerging concepts that are informed by recent scholarship, current research findings and, where applicable, advances in practice."

### Functions

The functions of the Course Advisory Committee are to:

- Consider and provide advice to KBS regarding all new courses and course change proposals with specific focus on the design, delivery, resources and assessment strategy, as appropriate to the relevant AQF level
- Review recommendations from the relevant KBS Course Development Panel
- Provide industry and academic expertise concerning 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
- Advise on changing trends in the relevant industry and recommend direction and/or appropriate mechanisms to meet these trends within KBS programs
- Advise on proposed course transition arrangements to support the transition of students affected by major course changes

### Membership

The membership will include, at least:

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

### Quorum

- Chair
- A majority number of external members

### Frequency of Meetings

A Committee, once constituted for the course in question, will meet as 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:

- Oversee adherence and alignment to course learning outcomes and assessment processes;
- Approve subject results;
- Monitor and review action items identified through the internal KBS Board of Examiners meetings;
- Make recommendations to the KBS Academic Board regarding teaching best practice initiatives, risk of non-compliance with the Australian Qualifications Framework (AQF), Higher Education Standards Framework 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, the external one of which is the Chair
- Academic Dean, Kaplan Business School
- Director, Academic Quality and Governance
- KBS Registrar
- KBS Secretariat (can be the Registrar)

### 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 Assessment 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 assessment 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, with the latter chaired by an external academic. The purpose of the BOE is to review all subjects delivered as well as 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:

- Deliberate on the factors that have contributed to, or detracted from, any subject's ability to attain the target rate of progression in the most recent study period;
- Identify, monitor and oversee the implementation of targeted corrective strategies designed to address any progression-related shortcomings;
- 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;
- Review, as required, any cases of poor 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 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 (or equivalent)
- Registrar
- Subject Coordinators
- KBS Secretariat (can be the Registrar)

### 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 which may result in cancellation of enrolment.

### **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.

## APPEALS SUB-COMMITTEE

### Role

The Appeals Sub-Committee is a standing committee of the KBS Academic Appeals Committee that has delegated authority from the KBS Appeals Committee to determine the outcome of all students academic appeals unrelated to cancellation of enrolment.

### Functions

The functions of the Appeals Sub-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 Sub-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 Sub-Committee consists of:

- Academic Dean (or delegate)
- Academic Director (or delegate)
- Registrar (or delegate)

The Academic Dean (or delegate), in consultation with the Chair of the Appeals Committee, has the authority to co-opt up to two additional members or experts if a conflict of interest or an overly complex or sensitive matter may be under discussion.

### Quorum

Two members of which one must be the Academic Dean.

### Frequency of Meetings

The Committee will be convened as and when required.

## Version Control and Accountable Officers

It is the joint responsibility of the Responsible Officer and the Implementation Officer(s) to ensure compliance with this policy.

<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>		June 2027		
<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>
2.7	Quality, Regulation and Standards Team	<ul style="list-style-type: none"> <li>Explicit statement of academic integrity assurance as key function of Academic Board</li> </ul>	12.12.2019	16.01.2020
2.8	Quality, Regulation and Standards Team	<ul style="list-style-type: none"> <li>Expansion of benchmarking activities to incorporate academic practice in addition to course delivery</li> <li>Explicit statement of Academic Board member tenure</li> <li>Removal of duplication of TLC and CAC course review function</li> <li>Remove GRAC function to approve changes to assessment structures outside standards outlined in the Assessment Policy as this does not align with KHE Academic Delegations of Authority.</li> </ul>	25.06.2020	01.07.2020
2.9	Quality, Regulation and Standards Team	<ul style="list-style-type: none"> <li>Creation of the new Academic Board new sub-committee, Accreditation and Review Committee (ARC). General review and refinement of existing content.</li> </ul>	28.10.2021	04.11.2021
3.0	Quality, Regulation and Standards Team	<ul style="list-style-type: none"> <li>Amendment of scope for the Appeals Committee, to hear appeals related to cancellation of enrolment.</li> <li>Creation of a new Academic Board sub-committee, an Appeals Sub-Committee to hear appeals that do not result in cancellation of enrolment.</li> </ul>	19.03.2025	24.03.2025