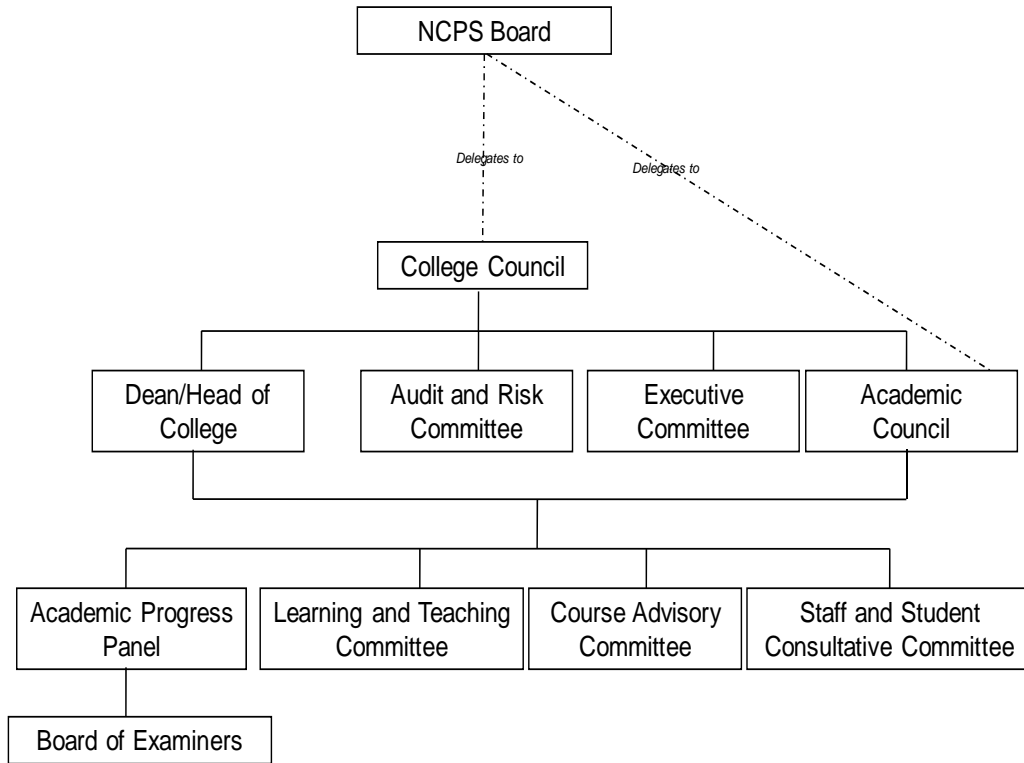


# NAVITAS COLLEGE OF PUBLIC SAFETY (NCPS) GOVERNANCE STRUCTURE

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## NCPS GOVERNANCE STRUCTURE

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# 1 NCPS Board of Directors

## 1.1 Role

The NCPS Board of Directors (the NCPS Board) is the governing body of NCPS.

## 1.2 Terms of reference

The NCPS Board is responsible for all aspects of NCPS's governance, management and operations. Its powers are otherwise set out in the NCPS Constitution.

## 1.3 Reporting

As the governing body of NCPS, the NCPS Board receives relevant reports from the College Council and the Academic Council.

## 1.4 Membership

A person may be appointed as a director of NCPS in accordance with rule 2 of the NCPS Constitution. Current members are

- Rod Jones, CEO of Navitas
- Lyndell Fraser, Executive General Manager, Navitas Workforce Division.

Secretary to the Board is Hugh Hangchi, Navitas Company Secretary and Legal Counsel.

## 1.5 Appointment and term of office

Directors hold office in accordance with rule 2.4 of the NCPS Constitution.

## 1.6 Frequency of meetings

The Board meets as required.

## 1.7 Subcommittees

Nil.

## 1.8 Delegation

The Board delegates responsibility to

- The College Council for implementing the mission and strategic direction of NCPS
- The College Council for awarding NCPS qualifications
- The Academic Council for implementing NCPS's academic programs and ensuring academic standards.

## 2 College Council

### 2.1 Role

The College Council implements the mission and strategic direction of NCPS. It is the strategic advisory body for the NCPS Board.

### 2.2 Terms of reference

The College Council

- Exercises overall responsibility for the pursuit of the mission and strategic direction of NCPS
- Provides strategic advice regarding the overall operations of NCPS
- Monitors the implementation of NCPS's Strategic Plan
- Oversees and monitors the overall quality of NCPS's services
- Oversees and monitors NCPS's Audit and Risk Management Plan
- Oversees the Academic Council
- Confers academic awards and other qualifications
- Establishes any necessary committee to meet NCPS's requirements
- Initiates reviews and improvements of NCPS operations, including its governance.

### 2.3 Reporting

The College Council reports to the NCPS Board.

### 2.4 Membership

- Executive General Manager, Navitas Workforce Division (Chair and responsible for Secretariat)
- General Manager, NCPS
- Representative nominated by Navitas
- Chair of Academic Council (External)
- Industry representative (External)
- Dean/Head of College.

### 2.5 Appointment and term of office

The NCPS Board appoints the Chair of the College Council and delegates to the Chair responsibility for appointing other Council members. Members hold office for two years (until 31 December of the second year following the appointment).

### 2.6 Frequency of meetings

Quarterly, according to a pre-established schedule. Meetings take place after those of the Academic Council. See also 2.9.

### 2.7 Subcommittees

The Audit and Risk Committee is a subcommittee of the College Council. The College Council may constitute and appoint subcommittees and advisory or other groups according to its needs.

### 2.8 Delegation

The College Council may delegate all or any of its powers, authorities, duties and functions, other than its powers to delegate.

Specifically, it delegates its powers, authorities, duties and functions to the Dean/Head of College for all day-to-day academic and operational matters in relation to NCPS.

## **2.9 Joint Meeting with Academic Council**

The College Council and the Academic Council may hold a joint meeting. All members of each Council would attend this meeting.

In consultation with the Academic Council, particularly with the Chair of the Academic Council (who is also a member of the College Council), the College Council will determine whether a joint meeting should be held, and, if so, where and when this meeting would take place.

### **3 Audit and Risk Committee Role**

The Audit and Risk Committee monitors the development and maintenance of NCPS's continuous quality improvement and its internal systems of quality assurance. It also oversees and monitors NCPS's risk management practices, including NCPS's response to internal and external audits.

#### **3.2 Terms of reference**

The Audit and Risk Committee

- Oversees the quality assurance systems of NCPS, including ISO
- Institutes and oversees audits of NCPS
- Provides advice on preparation for external educational audits, including the 2010 AUQA audit and any TEQSA or other regulatory matters
- Reviews the outcomes of the annual AQTF self audit
- Reviews the outcomes of the National Code self audit
- Provides advice on outcomes of NCPS reports, including program quality reports from international licensees
- Reviews long term trends in student outcomes and monitors benchmarking procedures
- Reviews and monitors NCPS's Audit and Risk Management Plan, and associated practices and reports
- Ensures that NCPS operates within an optimum audit environment
- Monitors audit reports and their consequences
- Monitors OH&S and security matters.

#### **3.3 Reporting**

The Audit and Risk Committee reports to the College Council.

#### **3.4 Membership**

- Independent member of the College Council (Chair)
- Dean/Head of College
- Operations Manager, NCPS
- Manager, Strategic Planning and Quality Reporting (Secretary)
- OH&S Representative, NCPS (as required).

#### **3.5 Appointment and term of office**

The College Council appoints members of the Audit and Risk Committee. There is no set term of office.

#### **3.6 Frequency of meetings**

At least twice a year and also as required.

#### **3.7 Subcommittees**

Nil.

#### **3.8 Delegation**

Nil.

## **4 Executive Committee**

### **4.1 Role**

The Executive Committee is a management committee. It oversees NCPS's operations, directs NCPS in the implementation of strategic and operational plans, and reviews them on a regular basis.

### **4.2 Terms of reference**

The Executive Committee

- Makes decisions about and co-ordinates NCPS's operations
- Oversees and implements strategic planning processes to ensure NCPS is a quality assured learning and teaching organisation
- Monitors NCPS's performance in relation to its students and staff
- Authorises operational policies and procedures
- Monitors NCPS's human resource performance, including OH&S, EEO and staffing and resource issues
- Reviews and analyses resourcing requirements for NCPS
- Facilitates other Navitas services to enable NCPS to develop and to function effectively.

### **4.3 Reporting**

The Executive Committee reports to the College Council, through the General Manager, NCPS.

### **4.4 Membership**

- General Manager, NCPS (Chair)
- Dean/Head of College
- Other attendees by invitation.

### **4.5 Appointment and term of office**

The General Manager, NCPS, appoints members of the Executive Committee. There is no set term of office.

### **4.6 Frequency of meetings**

The Executive Committee meets as required.

### **4.7 Subcommittees**

Nil. However, the Executive Committee may appoint subcommittees and advisory or other groups according to its needs.

### **4.8 Delegation**

Nil.

## 5 Academic Council

### 5.1 Role

The Academic Council is the strategic decision making body responsible for ensuring that all aspects of the NCPS's programs of learning, teaching and study, both in Vocational Education and Training (VET) and Higher Education (HE), are of a high standard and are supported by a commitment to continuous improvement through the rigorous application of quality assurance processes.

It plays a proactive and a reactive role in various academic governance matters including, but not restricted to:

- Identifying current and emerging academic priorities
- Ensuring that measures are in place both to maintain and to enhance the quality of current academic programs, including their associated academic administrative and student-support related processes
- Identifying relevant academic opportunities and their associated risks
- Having general oversight of academic policies and procedures.

The Academic Council does not involve itself in operational matters, but it has the capacity to propose recommendations that it considers require attention with regard to its Terms of Reference.

### 5.2 Terms of Reference

#### 5.2.1 Course and subject development

- Oversees existing and proposed courses and subjects
  - Reviews new courses and significant changes to existing courses
  - Provides high level advice on course development and academic matters
  - Monitors the quality and consistency of all NCPS courses
  - Proposes potential subject matter experts to collaborate on advisory panels for course development
  - Considers and advises on articulation and nesting arrangements.

#### 5.2.2 Learning and Teaching

- Monitors the quality and consistency of Learning and Teaching activities across all course offerings
  - Reviews consolidated student evaluation course reports
    - Capacity to seek additional documentation and/or supporting evidence from NCPS staff or students independent of the Dean/Head of College
  - Receives relevant reports and policies for consideration and comment, including
    - Aggregated end of subject student results
    - Professional development of NCPS Staff
    - Consolidated academic appeals
  - Draws attention to new or alternative Learning and Teaching strategies and opportunities
  - Requests appropriate benchmarking processes to enable it to formulate an assessment of the standard of courses and subjects
  - Recommends changes to academic and administrative processes to resolve any inconsistencies or to enhance effectiveness, including approving major changes to policies and procedures.

#### 5.2.3 Other matters

- As delegated by the College Council, oversees the conferring of academic and VET awards and prizes.

### **5.3 Reporting**

The Academic Council reports to the College Council. However, the NCPS Board has delegated power directly to the Academic Council. Therefore, if deemed necessary, the Academic Council can approach the NCPS Board directly.

### **5.4 Membership**

- Chair (a person of significant experience in academia, and external to NCPS)
- Three independent academic or external members from key employers of NCPS graduates, one of whom should be a graduate from the NCPS Higher Education program
- A senior academic from another academic institution that awards degrees within the Navitas Group
- General Manager, NCPS
- Dean/Head of College
- A representative from NCPS's permanent Professional Educators (as determined by them at the start of each academic year)
- Other members by invitation of the Academic Council, depending on the issue.

Secretarial support is supplied by NCPS and managed by the Chair.

### **5.5 Appointment and term of office**

The NCPS Board appoints the Chair of the Academic Council, and delegates to the Chair responsibility for appointing other Council members. Members hold office for two years (until 31 December of the second year following appointment).

### **5.6 Frequency of meetings**

The Academic Council normally meets four times a year at times that enable it, where possible, to review the end of trimester results. Additional meetings may be convened as required by the Chair.

### **5.7 Subcommittees**

- Learning and Teaching Committee
- Course Advisory Committee.

At the direction of the Chair, the Academic Council can constitute other sub-committees or groups to assist in the timely and professional conduct of its activities.

### **5.8 Delegation**

The Academic Council may delegate all or any of its powers, authorities, duties and functions according to its needs, other than its power to delegate.

### **5.9 Changes to the Terms of Reference**

The Chair may propose amendments and/or changes to its Terms of Reference to enhance the effectiveness of the Academic Council, ensuring that any proposed changes:

- Are endorsed by Academic Council, and
- Support the overall governance structure of NCPS.

### **5.10 Joint Meeting with College Council**

The College Council may decide that it and the Academic Council should hold a joint meeting. All members of each Council would attend this meeting. See Section 2.9.

## **6 Learning and Teaching Committee**

### **6.1 Role**

The Learning and Teaching Committee provides operational management to support the strategic direction set by Academic Council.

### **6.2 Terms of reference**

The Learning and Teaching Committee

- Provides operational direction to create a learning and teaching environment where academic excellence is regular professional practice for teaching staff and students
- Promotes a culture of scholarship based on intellectual engagement and inquiry where academic integrity is paramount
- Maintains, implements and seeks to improve academic standards
- Reviews and guides the development of learning and teaching policies and processes
- Oversees the design of learning, teaching and assessment processes to ensure consistency across all study programs
- Unifies and co-ordinates NCPS activity in support of the learning and teaching effort
- Takes responsibility for the teaching of, and reports on the operation of, all NCPS study programs, both in VET and HE
- Surveys and scans the national and international education sectors looking to adopt new developments and initiatives that support benchmarking and/or professional development.

### **6.3 Reporting**

The Learning and Teaching Committee reports to the Academic Council.

### **6.4 Membership**

- Dean/Head of College (Chair)
- Manager of Study Programs
- All permanent NCPS Professional Educators
- Sessional Professional Educators, as appropriate
- Learning and Teaching Administrative Support Officer (Secretary)
- Manager, Library, as required
- Manager, Strategic Planning and Quality Reporting, as required.

### **6.5 Appointment and term of office**

The Dean/Head of College appoints members of the Learning and Teaching Committee. The Dean from time to time can second additional members as required. There is no set term of office.

### **6.6 Frequency of meetings**

The Learning and Teaching Committee meets four times a year. Meetings take place before those of the Academic Council.

### **6.7 Subcommittees**

The Board of Examiners, Academic Progress Panel, Student and Staff Consultative Committee, and other committees such as the Ethics Committee or committees formed as required, work under the direction of the Learning and Teaching Committee, and report to the Academic Council via the Learning and Teaching Committee.

### **6.8 Delegation**

Nil.

## **7 Course Advisory Committee**

### **7.1 Role**

A Course Advisory Committee can be established to assist NCPS with its VET and/or HE courses. This committee will provide the Academic Council with external industry and academic advice and guidance, as needed, in the development, review and monitoring of NCPS courses, including ensuring that course outcomes are comparable with relevant courses at Australian universities and those of other VET providers.

### **7.2 Terms of reference**

A Course Advisory Committee

- Advises on the delivery and outcomes of NCPS courses—VET and/or HE
- Develops and monitor educational benchmarking procedures
- Monitors student outcomes against relevant AQF levels
- Reviews new courses and recommend approval by the Academic Council
- Draws the Academic Council's attention to recent developments and trends in specific fields of study and research, government policy changes and course development
- Provides advice and guidance on the implications of changing government policy and procedures within the VET and HE sectors, and how they relate to NCPS
- Receives and comments on new and revised course material
- Keeps a watching brief on educational quality assurance mechanisms including assessment procedures.

### **7.3 Reporting**

A Course Advisory Committee reports to the Academic Council.

### **7.4 Membership**

- Independent chair with curriculum expertise
- At least two other independent externals with relevant expertise, including academics and representatives from professional bodies
- Dean/Head of College (responsible for Secretariat)
- Manager of Study Programs
- Professional Educators, as required
- Manager, Library, as required
- Manager, Strategic Planning and Quality Reporting, as required.

### **7.5 Appointment and term of office**

The Academic Council appoints members of a Course Advisory Committee. Members hold office for the life of the committee.

### **7.6 Frequency of meetings**

A Course Advisory Committee will convene and meet as required. A committee may meet more often when courses are being reviewed or developed, or to deal with specific issues.

### **7.7 Subcommittees**

Nil.

### **7.8 Delegation**

Nil.

## **8 Academic Progress Panel**

### **8.1 Role**

The Academic Progress Panel (the Panel) is established to make decisions in a timely, fair and equitable manner on cases of continued unsatisfactory progress in Higher Education courses, including by students identified as being in the academically 'At Risk' category.

### **8.2 Terms of reference**

The Academic Progress Panel

- Ensures that recommendations from the Board of Examiners are acted upon appropriately
- Makes decisions in other cases of unsatisfactory progress in VET and HE
- Provides an opportunity to students to make representations prior to deliberations and decisions of the Panel
- Notifies the decision to the students.

### **8.3 Reporting**

The Academic Progress Panel reports relevant matters to the Academic Council, via the Learning and Teaching Committee, as required.

### **8.4 Membership**

- Dean/Head of College (Chair and responsible for Secretariat)
- Manager of Study Programs
- Professional Educator – Student Academic Support
- Two Professional Educators.

### **8.5 Appointment and term of office**

The Dean/Head of College appoints members of the Panel. They hold office for one academic year. This will be renewed at the start of each academic year.

### **8.6 Frequency of meetings**

The Academic Progress Panel meets at the end of each academic year and otherwise as required.

### **8.7 Subcommittees**

Board of Examiners.

### **8.8 Delegation**

Nil.

## **9 Student and Staff Consultative Committee**

### **9.1 Role**

The Student and Staff Consultative Committee is established each year to formalise the consultative process between NCPS staff and Higher Education students.

### **9.2 Terms of reference**

The Student and Staff Consultative Committee

- Identifies and resolves issues that are likely to have an impact on learning quality
- Reviews the effectiveness of the NCPS's Higher Education program
- Empowers students to give feedback about, and ideas for, student progress
- Contributes to the continual quality improvement of the Bachelor of Social Science (Criminal Justice) degree.

### **9.3 Reporting**

The Student and Staff Consultative Committee reports to the Academic Council, via the Learning and Teaching Committee.

### **9.4 Membership**

- Dean/Head of College (Chair and responsible for Secretariat)
- Manager of Study Programs (Deputy Chair)
- Manager, Library
- Professional Educator
- At least four Student Representatives.

### **9.5 Appointment and term of office**

The Dean/Head of College appoints staff members to the Student and Staff Consultative Committee. At the beginning of the academic year, students elect four representatives. To ensure broader or more inclusive membership or to fill a student vacancy, the Dean/Head of College can co-opt other student members as required.

### **9.6 Frequency of meetings**

The Student and Staff Consultative Committee meets twice in each trimester. Special meetings may be convened as required by the Chair or Deputy Chair.

### **9.7 Subcommittees**

Nil.

### **9.8 Delegation**

Nil.

## **10 Board of Examiners**

### **10.1 Role**

The Board of Examiners considers results in VET courses and all HE subjects and makes recommendations for appropriate further action.

### **10.2 Terms of reference**

The Board of Examiners

- Reviews students' progress and makes appropriate recommendations
- Ensures that assessment methods are applied consistently by all VET trainers and HE subject chairs and lecturers.

### **10.3 Reporting**

The Board of Examiners makes recommendations to the Academic Progress Panel.

### **10.4 Membership**

- Dean/Head of College
- Manager of Study Programs (Chair and responsible for Secretariat)
- Subject chairs for all NCPS Higher Education programs
- NCPS's VET Manager or delegate
- Other members, as required.

### **10.5 Appointment and term of office**

The Dean/Head of College appoints staff members to the Board of Examiners. Members hold office for one trimester. This membership may be renewed each trimester.

### **10.6 Frequency of meetings**

The Board of Examiners meets after the conclusion of each trimester.

### **10.7 Subcommittees**

Nil.

### **10.8 Delegation**

Nil.

## Amendments

Date	Modified by	Sections amended/added	Approved by College Council
9.08.2011	Christopher Snedden	Update nomenclature in all 'Membership' sections; remove T. Zalewski's role as 'Director, External Relations' in 'Board of Directors' section; change to membership of Audit and Risk Committee; addition of new sections dealing with: Academic Review Panel, Student and Staff Consultative Committee, and Board of Examiners; addition of 'Amendments' section	Document considered at College Council meeting on 13.10.2011. Further changes identified—as detailed in next section
13.10.2011	Christopher Snedden	Remove T. Zalewski from Board of Directors; new term of reference for Executive Committee re Navitas services; change name of Academic Review Panel to Academic Progress Panel and Course Advisory Committees to Course Advisory Committee; change composition of Academic Council, Learning and Teaching Committee and Course Advisory Committee; change role of Academic Council and various committees, where appropriate, to include VET matters; change frequency of Learning and Teaching Committee's meetings to four times per year; include subcommittees for Learning and Teaching Committee and streamline their associated membership and reporting requirements; make Student Staff Consultative Committee and Academic Progress Panel report to the Academic Council via the Learning and Teaching Committee.	Approved, out-of-session, 25.11.2011
19.12.2011	Christopher Snedden	Added information re joint meeting of College Council and Academic Council; added four dot points to Academic Council's Role; membership to Academic Council comprises eight members; added pretext to 5.2.3 re College Council delegation; removed NCPS General Manager and Head, Navitas Workforce Solutions Training Quality and Support Services, from Audit and Risk Committee and made independent member of the College Council chair; added TEQSA to Audit and Risk Committee's Terms of Reference.	Approved 19.12.2011