ACADEMIC GOVERNANCE AT UBSS

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UNIVERSAL BUSINESS SCHOOL
Sydney | Melbourne | Adelaide

Independent MBA Business School

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Introduction

Academic Governance has always been a high priority at UBSS. We have evolved (continuous improvement) a best practice model that is both compliant with the relevant HESF standards and consistent with the TEQSA guidance note of October 2017.

'Academic governance' refers to *how the academic matters of an institution are governed*. This paper will discuss the approach that UBSS takes to academic governance.

Academic Governance relates to a number of **HESF 2021 standards** relevant to UBSS including the following -

Standard	Issue
5.1	There are processes for internal approval of the delivery of a course of study, or, where a provider has authority to self-accredit, internal accreditation, of all courses of study leading to a higher education qualification.
5.2	There are policies that promote and uphold the academic and research integrity of courses and units of study, research and research training activities, and institutional policies and procedures address misconduct and allegations of misconduct.
5.3	All accredited courses of study are subject to periodic (at least every seven years) comprehensive reviews that are overseen by peak academic governance processes and include external referencing or other benchmarking activities.
5.4	Work-integrated learning, placements, other community-based learning and collaborative research training arrangements are quality assured, including assurance of the quality of supervision of student experiences.
6.1	There is a formally constituted governing body, which includes independent members, that exercises competent governance oversight of, and is accountable for, all of the higher education provider's operations in or from Australia, including accountability for the award of higher education qualifications, for continuing to meet the requirements of the Higher Education Standards Framework and for the provider's representation of itself.
6.2	The provider is able to demonstrate, and the corporate governing body assures itself, that the provider is operating effectively and sustainably.
6.3	Processes and structures are established and responsibilities are assigned.
6.3.1	Achieve effective academic oversight of the quality of teaching, learning, research and research training.
6.3.2	Academic oversight assures the quality of teaching, learning, research and research training effectively.
7.2	Accurate, relevant and timely information for students is publicly available and accessible, including access for students with special needs, to enable informed decision making about educational offerings and experiences.
7.3.3	Information systems and records are maintained, securely and confidentially.

Overview of the Framework

Using a framework deduced from TEQSA[1], the following table provides an internal audit of coverage of **key elements** of best practice relating to Academic Governance and how in turn UBSS rates accordingly –

	Identifier	Evidence	Rating
1	Relevant and sufficient collective capability to provide effective leadership and competent scrutiny and advice	There is ample capability enhanced by external membership and expertise	✔
2	Consistent with scope and scale and level of academic activity	The structure in place is well suited to the size and dynamic of UBSS	✔
3	Internal academic benchmarks	UBSS has in place a Strategic Plan with embedded KPIs, including Quality Assurance elements. These are monitored carefully and regularly	✔
4	Knowledge of trends	This is well managed through scholarship and external expertise	✔
5	Improvements shared	There is in place a mechanism for ongoing sharing and updating	✔
6	Course approval by credible and experienced observers	UBSS has both internal and external expertise available	✔
7	Oversight is sufficiently independent of those involved in the delivery of courses	Oversight is robust and independent when required	✔
8	Periodic review of courses	UBSS has in place a robust and benchmarked course review policy that is followed	✔
9	Use of external experts	External experts are utilised on an ongoing basis and as required	✔
10	Institutional monitoring and review to be a prominent feature	Monitoring and review are ever present	✔
11	Delegation of academic governance	GCA has in place a delegation of authority	✔
12	Course approval process	UBSS has in place a robust and benchmarked course review policy that is followed	✔
13	Monitor academic integrity	UBSS has in place a thorough mechanism for managing and monitoring academic integrity	✔

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[1] TEQSA Guidance Note: Academic Governance v2.3, October 2017

14	Scrutiny of proposed innovation	Innovation is well managed and scrutinised	✓
15	Self-assessment of effectiveness of academic governance and monitoring	This is ongoing and formally assessed annually	✓
16	Reporting to governing body	Reporting mechanisms are in place and are both robust and appropriate	✓
17	Opportunity for student involvement	There is opportunity for student involvement in both the Academic Senate and the Academic Integrity Standing Committee	✓
18	Appropriate link between academic and corporate governance	There is a strong and appropriate link	✓
19	Student participation in academic governance	There is opportunity for student involvement in both the Academic Senate and the Academic Integrity Standing Committee	✓
20	Corporate body is informed	The corporate body remains well informed on an ongoing basis	✓
21	Effectiveness of academic policy framework	UBSS has in place a comprehensive and appropriate policy framework that is reviewed regularly	✓
22	Agenda, minutes and actions are recorded	All meetings are well and appropriately documented	✓

We deal with each in turn –

1. Relevant and Sufficient Collective Capability to Provide Effective Leadership and Competent Scrutiny and Advice

Academic Governance is delegated to the *UBSS Academic Senate* by the GCA Board of Directors.

This is evidenced in the GCA Board of Directors Constitution and also its delegation schedule. As part of GCA's transparency, the full details of all members (including biographies) is listed on the website see - https://www.gca.edu.au/Uploads/files/as-membership-january-2023(1).pdf

The Chair of the UBSS Academic Senate is selected by the GCA Board of Directors.

The current Chair of the UBSS Academic Senate is **Emeritus Professor Jim Mienczakowski** who is an experienced and capable chair many years of education experience. He has chaired a number of like boards and has sat on a number of additional like entities.

The Chair, UBSS Academic Senate reports to the GCA Board of Directors ensuring maximum communication and transparency.

Membership of the UBSS Academic Senate is well balanced between internal (largely ex officio) and external members.

A comparative analysis of similar HEPs reveals the following data –

| Name of Institute	Number of Members on Academic Board	Subcommittees from Academic Board
UBSS	14	Grade Review Committee Course Advisory Committee Academic Integrity Committee
Top Education Institute	10	Course Advisory Committee
CIC Higher Education	7	Teaching and Learning Committee Course Advisory Committee Academic Integrity Committee Examination Committee
Kaplan Business School	11	Teaching and Learning Committee Course Advisory Committee Appeals Committee Grade Ratification and Assessment Committee
The Institute of International Studies	7	Course Advisory Committee Teaching and Learning Committee

Profiles of members is available at - https://www.gca.edu.au/Uploads/files/as-membership-january-2023(1).pdf

BOD Standing Committee – Academic Senate

No	Name of Director	Position	Background	Internal / Independent
1.	Emeritus Prof Jim Mienczakowski	Chair, Independent	Academic and Professional in Education field	Independent
2.	Professor Craig Ellis	Deputy Chair, Independent	Academic and Professional in Education field	Independent
3.	Adjunct Professor Art Phillips	Independent Member	Professional – Entrepreneurship and Management	Independent
4.	Adjunct Professor Om Huvanandana	Independent Member	Academic and Professional in Education field	Independent
5.	Emeritus Professor Angus Hooke	Independent Member	Academic and Professional in Education field	Independent
6.	Professor Ray Hayek	Independent Member	Academic and Professional in Education field	Independent
7.	Dr Barry Gordon	Independent Member	Professional – Data Analytics and Project Management	Independent
8.	Professor Ashok Chanda	Executive Dean	Academic and Professional in Education field	Internal
9.	Associate Professor Jotsana Roopram	Deputy Dean (Student Experience)	Academic and Professional in Education field	Internal
10.	Associate Professor Wayne Smithson	Program Director - Undergraduate	Academic and Professional in Education field	Internal
11.	Associate Professor Richard Xi	Program Director - Postgraduate	Academic and Professional in Education field	Internal
12.	Associate Professor Tom O'Connor	Associate Program Director - Postgraduate	Academic and Professional in Education field	Internal
13.	Associate Professor Cyril Jankoff	Associate Program Director - Postgraduate	Academic and Professional in Education field	Internal

14	Assistant Professor Natasha Jacques	Secretary to AS

The Academic Senate has in place several standing committees that further augment the expertise and capability of the operation.

The following diagram best captures the structure -
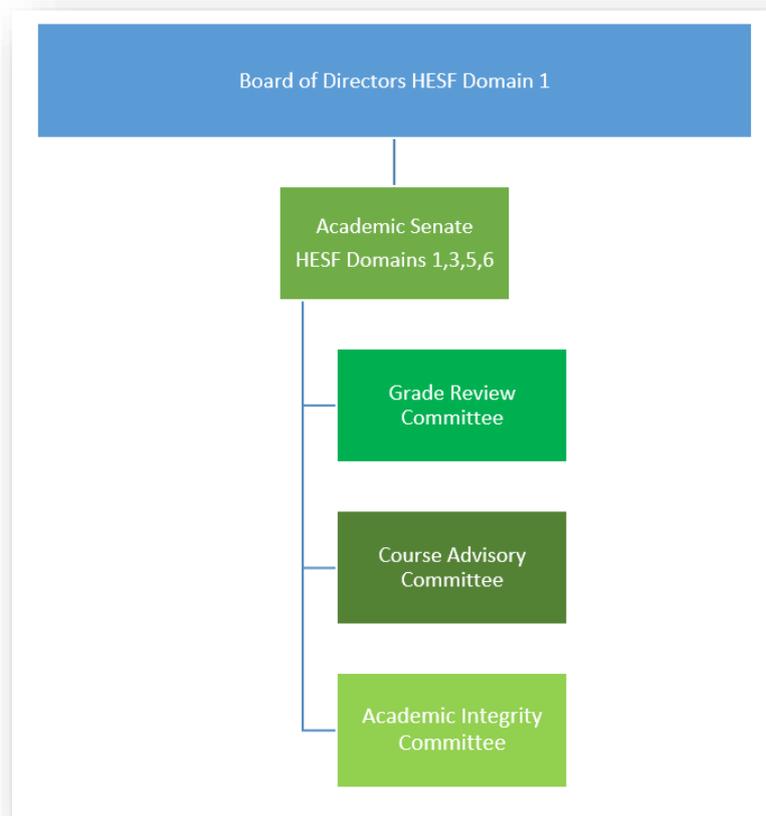
Membership of these standing committees is appropriate. The Chair of the Grade Review Committee (GRC) is a senior academic staff member and the Chair of the Academic Integrity Committee (AIC) is a senior member of the executive management team. The Chair of the CAC is an external industry expert.

The UBSS Academic Senate and the GCA Board of Directors is made up of active members of industry and academia. Members of the UBSS Senate and the GCA Board of Directors sit on other industry boards. This ensures that a cross fertilisation of ideas occurs across the Board/Senate/Standing Committees.

Given the current focus at UBSS – Accounting, Entrepreneurship and IT Management – the membership is both expert and well balanced.

2. Consistent with Scope and Scale and Level of Academic Activity

UBSS offers a range of awards including –

- *Master of Business Administration*
- *Graduate Diploma in Business Administration*
- *Graduate Certificate in Business Administration*
- *Bachelor of Accounting*
- *Associate Degree of Accounting*
- *Diploma of Accounting*
- *Bachelor of Business*
- *Associate Degree of Business*
- *Diploma of Business*

There are no accreditation conditions attached to any of the awards provided.

Subsequently, the external membership of the various Academic Governance Boards/committees is skewed towards an emphasis on expertise in Accounting, Entrepreneurship and IT Management. This is appropriate.

The scale of the structure is also appropriate to the needs and activities of UBSS. The current view is the more advice, the better.

The UBSS Academic Senate is made of a larger number of members than others in the industry (14). This is appropriate given the needs specific of UBSS. The UBSS Academic Senate appears large (in comparison) but members are active and regularly attend. This in itself is evidence that the UBSS Academic Senate is working well with respect to the needs of UBSS.

3. Internal Academic Benchmarks

UBSS has in place a current and comprehensive Strategic Plan

https://www.ubss.edu.au/media/4979/ubss-strategic-plan-2024-2027.pdf

This is unique in the industry with only a few like institutes displaying their strategic plan on their websites.

The Strategic Plan was recently reviewed and updated – 27 April 2022. It is due for review in mid-2023.

The Strategic Plan is built on five pillars – Growth, Diversity, Quality, Entrepreneurship and Performance (Benchmarking).

The academic benchmarks are evident in the Quality Section (p10) –

Measures

	2023	2024	2025	2026	2027
Full time staff (%)	25	25	25	25	25
Gender Balance Staff (%)	50	50	50	50	50
Gender Balance Students (%)	50	50	50	50	50
AQF+1% or equivalent	100	100	100	100	100
Progression Rate (%)	80	80	80	80	80
Adjusted Attrition Rate (%)	15	15	15	15	15
Total Completions	450	600	750	900	1000
Student Satisfaction	4	4	4	4	4
Staff Satisfaction	4	4	4	4	4
Student Staff Ratio	14	18	20	25	30
SES (QILT) Aggregate	National Average	National Average	National Average	National Average	National Average

Each line item is considered on a daily, weekly, monthly, quarterly and annual basis.

A tally is maintained daily/weekly (sample as at September 28, Q3 2020)–

Each month a Business Unit Report is provided to the Executive Management Team (EMT) complete with commentary based on these internal benchmarks. This ensures that the EMT is kept fully aware of benchmarks relating to quality. The Deputy Vice Chancellor (DVC) and Chief Executive Officer (CEO) also sends regular updates via email relating to quality benchmarks and associated matters. All staff are kept abreast of these matters, which is part of the UBSS approach to being open and transparent. We note that members of the GCA Board of Directors are also privy to these emails and updates. This ensures that GCA Board members are aware of matters relating to quality assurance.

A sample excerpt from a BUR is provided -

UBSS SYDNEY - Business Unit Report

Period of Report: March 2023 (Q1)

On Track	Active Monitoring	Action Required

3	Quality Assurance *(as per strategic plan)*	Budget	Time	Concerns

Progress:

The quality assurance measures will be recorded from the outset – these are UBSS wide measures and KPIs –

https://www.ubss.edu.au/media/1746/strategic-plan-v9.pdf

Commentary

Student Feedback

My sincere congratulations to the **UBSS teaching and support team** on another excellent set of *Student Feedback on Units* (SFUs) – T1, 2023

This is, again, an outstanding achievement - across all three sites.

Overall, ALL programs' SFUs increased slightly over the previous trimester, with the *Bachelor of Accounting* having the largest increase from 4.23 in T3, 2022 to 4.36 in T1 2023. All programs are well above the KPI of an average SFU of 4 (as per the UBSS Strategic Plan) with the *Bachelor of Business* at 4.22, *Bachelor of Accounting* at 4.36 - and the *Master of Business Administration* at 4.35.

This gives an overall average SFU of 4.31. This bodes very well for the next set of QILT surveys – to be completed by the same students.

Again, thank you to all involved. *Program Directors* will make contact with individual staff to consider areas of success and in need of additional focus.

A special note of thanks to **Adjunct Professor Andy West** (analytics) and **Assistant Professor Natasha Jacques** (survey management) for the collection and crunching of the data.

Staffing

Sydney CBD Campus

Associate Professor Richard Xi – 1 (FT) – PG

Associate Professor Wayne Smithson - .6 (UG)

Charmaine Chow – 1 (FT) – PG support

Madilina Tresca – 1 (T) – LSC

3.6 se against 443 students

This reporting mechanism against internal benchmarks provides the data monthly and quarterly updates to staff and stakeholders, including the UBSS Academic Senate, Standing Committees and the GCA Board of Directors, as requested or required.

The benchmarks – reviewed and maintained throughout the year provide the text and data for the UBSS Annual Report. The most recent being 2022 (published in early 2023) - https://www.ubss.edu.au/media/4582/ubss-annual-report-2022.pdf

This is best practice.

Furthermore, UBSS internal policies and processes collect, provide analysis and report to the Academic Senate on internal academic benchmarking. These include the Academic progression monitoring and intervention policy for example -

https://www.ubss.edu.au/media/4717/academic-progression-monitoring-and-intervention-policy-v13.pdf

This is implemented by the relevant Program Directors and reported to the Academic Senate via the Program Directors' Reports. This provides a longitudinal analysis of assessment, the results of which are considered by the Course Advisory Committee and Academic Senate.

The Grade Review Committee (a standing committee of the Academic Senate) internally benchmarks (normalises) student grades and academic progression for the current trimester and longitudinally trimester by trimester to identify trends in grades and overall progression. This is reported to the Academic Senate for consideration, providing confirmation or otherwise of the success of academic interventions, policies and procedures of UBSS.

4. Knowledge of Trends

Every effort is made to ensure that UBSS remains current and 'up to date' in terms of trends and currency. This is achieved through –

Weekly Bulletin edited by the DVC and CEO.

Fortnightly 'Message from the DVC and CEO'

Daily Higher Education Update (courtesy of Bond University)

BOND UNIVERSITY HIGHER EDUCATION UPDATE – 28 September 2020

Good morning and welcome to the Higher Education Update

GCA and UBSS staff are also actively involved in the industry, such as, IHEA, IML, ACS and HEPP_QN. This ensures that staff are able to participate in a cross fertilisation of ideas. Staff are also encouraged to sit on boards and committees across the sector.

Monthly Reporting mechanisms associated with the Executive Management Team (EMT).

All Members of Academic Senate and related standing committees are active (and current) either in Higher Education or other areas of expertise.

External input on trends is achieved through the external members of the Academic Senate and Course Advisory Committee. These external members provide both academic input and corporate knowledge of trends in their area of subject matter expertise.

UBSS programs are professionally accredited with the relevant professional bodies. The Accounting stream of the Bachelor of Accounting and Masters of Business Administration (Accounting Stream) are accredited with CPA, CA ANZ and IPA. The Bachelor of Business and MBA (Entrepreneur Stream) are seeking accreditation with IML. These bodies provide regular information on industry trends through a range of communication channels. The accreditation process with these professional bodies ensures that the latest academic knowledge and business practices are embedded in the UBSS programs.

All courses at UBSS have no conditions attached.

5. Improvement Shared

UBB has in place a **daily** mechanism (most days have multiple updates) – email from the DVC and CEO – highlighting activities at the School (including scholarship) that is distributed to senior members -
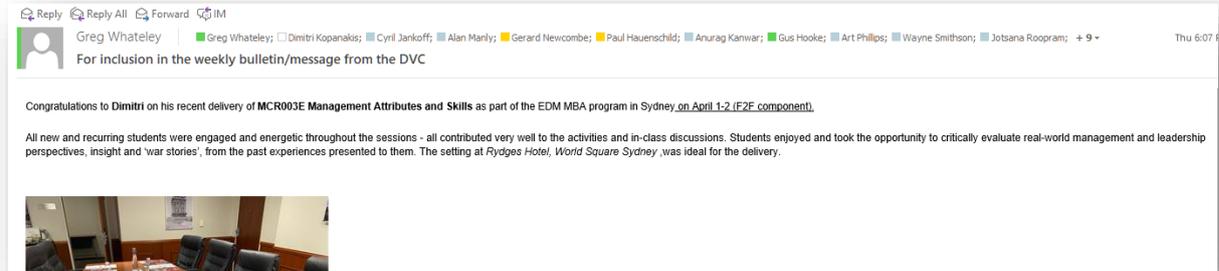
UBSS also has in place a **weekly** mechanism (a summary of the daily updates) for sharing information, activity and improvement across the School – the weekly bulletin is published each Monday morning by the DVC and CEO.

Week # 12, T3 – Monday, November 20, 2023

OPERATIONS

The **SFU outcomes from T3, 2023** have just become available (17.11.2023) – *the data were 'crunched' overnight.*

Just when I thought that things could not get better from T2, 2023 – 4.42/5 – they have – **a whopping 4.44** – this is the highest aggregate we have achieved since the data has been collected (T2, 2016) –

Trimester 3, 2023

	1	2	3	4	5
	strongly disagree	disagree	neutral	agree	strongly agree

	Survey Questions	BBus	BAcc	MBA	Total
Q1	The subject provided useful knowledge and skills	4.35	4.53	4.54	4.47
Q2	The learning outcomes were achievable	4.24	4.46	4.51	4.40
Q3	The subject workload was manageable	4.08	4.25	4.41	4.25
Q4	The subject helped to develop relevant professional skills	4.44	4.38	4.49	4.44
Q5	The lecturer was well prepared for each class	4.70	4.29	4.55	4.51
Q6	The lecturer provided useful feedback	4.70	4.26	4.42	4.46
Q7	The lecturer had a good knowledge of the subject matter	4.66	4.34	4.60	4.53
Q8	The lecturer used e-learning resources	4.66	4.37	4.55	4.53
Q9	The lecturer was available to discuss learning problems outside of class time	4.52	4.36	4.00	4.29
Q10	The assessment requirements were clearly explained	4.55	4.40	4.45	4.47
Q11	Overall the teaching in the subject was of a high quality	4.62	4.37	4.54	4.51
		4.50	4.36	4.46	4.44

Congratulations to both the *Bachelor of Business* team (4.50) and the *Master of Business Administration* team (4.46) in particular.

Using the device provides the opportunity to keep all staff (and many at GCA) abreast with developments, improvements and successes on an ongoing basis.

Each **fortnight** a 'Message from the DVC and CEO' is published which highlights developments, improvements and successes for the entire teaching staff and other stakeholders (including

Fellows from the Centre for Entrepreneurship, the Centre for Scholarship and Research and Academic Senate Members) –

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SYDNEY
UBSS

Independent MBA Business School

Message from the DVC #151
April 6, 2023
Easter Edition

Each **month** a Business Unit Report for each campus is provided to the Executive Management Team (EMT), highlighting improvements and successes –

UBSS SYDNEY - Business Unit Report

Period of Report: March 2023 (Q1)

On Track	Active Monitoring	Action Required

UBSS MELBOURNE - Business Unit Report

Period of Report: March 2023 (Q1)

On Track	Active Monitoring	Action Required

Business Unit Report
Adelaide Campus

March 2023

The BURs are shared with all staff and stakeholders via the 'Message from the Dean' publication.

At **each Academic Senate meeting** (there are x6 scheduled each year) Section C of the agenda is dedicated to updates, improvements, successes and currency matters –

C

12. UBSS Online Update *(Associate Professor Ashok Chanda – Verbal Update)*

13. UBSS Blended Update *(Associate Professor Andrew West – Verbal Update)*

14. Policy Considerations *– Examination Policy and Guidelines (Assistant Professor Jotsana Roopram – Attachment #14.1); Course Admission Policy (Associate Professor Andrew West – Attachment 14.2); Academic Misconduct Policy – Associate Professor Andrew West – Attachment #14.3).*

15. UBSS Sydney July 2020 BUR *(Emeritus Professor Greg Whateley – Attachment #15)*

16. HEPP_QN Benchmarking Project *(Associate Professor Andrew West – Attachment #16)*

17. Online Delivery Key Considerations *(Emeritus Professor Greg Whateley – Attachment #17)*

18. MBA IT Proposal *(Associate Professor Andrew West – Attachment #18)*

19. UBSS Sydney CBD Campus Restructure *(Emeritus Professor Greg Whateley – Attachment #19)*

6. Course Approval by Credible and Experienced Observers

UBSS has in place a quality team of *observers* who oversee changes to subjects -

Internal Members

- Professor Ashok Chanda
- Associate Professor Cyril Jankoff

External Independent Members

- Adjunct Professor Andrew West
- Professor Craig Ellis
- Professor Ray Hayek
- Adjunct Professor Art Phillips
- Dr Lu Jiao
- Professor Ian Bofinger
- Dr Barry Gordon
- Adjunct Professor Om Huvanandana
- Adjunct Professor Jamie Rigg
- Bernadette Or
- Lawrence Potter
- Simon Chhoeu

This group of affiliates has considerable expertise and experience in business/accounting/entrepreneurship to oversee and monitor subject changes and proposed course changes.

UBSS has in place 9 awards –

- *Master of Business Administration*
- *Graduate Diploma in Business Administration*
- *Graduate Certificate in Business Administration*
- *Bachelor of Accounting*
- *Associate Degree of Accounting*
- *Diploma of Accounting*
- *Bachelor of Business*
- *Associate Degree of Business*
- *Diploma of Business*

These awards/courses are managed and monitored by Program Directors and are accredited by TEQSA – currently without conditions.

Additionally, UBSS programs are professionally accredited with the relevant professional bodies. The Accounting stream of the Bachelor of Accounting and Masters of Business Administration (Accounting stream) are accredited with CPA, CA ANZ and IPA. The Bachelor of Business and MBA (Entrepreneur stream) are currently seeking accreditation with IML. This provides external professional body approval of UBSS programs.

7. Oversight is Sufficiently Independent to those Involved in the Delivery of Courses

UBSS has in place a quality team of *observers* (many who do not teach at UBSS) who oversee changes to subjects. This provides sufficient independence -

Internal Members

- Professor Ashok Chanda
- Associate Professor Cyril Jankoff
- Associate Professor Tom O'Connor
- Associate Professor Wayne Smithson
- Associate Professor Richard Xi

External Members

- Adjunct Professor Andrew West
- Professor Craig Ellis
- Professor Ray Hayek
- Dr Lu Jiao
- Professor Ian Bofinger
- Dr Barry Gordon
- Adjunct Professor Om Huvanandana
- Adjunct Professor Jamie Rigg
- Bernadette Or
- Lawrence Potter
- Simon Chhoeu

This group of affiliates has considerable expertise and experience in business/accounting/entrepreneurship/IT management to oversee and monitor subject changes and proposed course changes.

The external professional bodies that provide accreditation for the UBSS programs (outlined previously) also provide independent oversight through their accreditation process and annual review process.

8. Periodic Review of Courses

UBSS has in place a robust and benchmarked course review policy –
https://www.ubss.edu.au/media/4046/course-review-policy.pdf

This policy has been in place since 2008 (most recently reviewed in March 2021) and is followed meticulously. The policy requires an annual review, as well as ongoing/rolling trimester reviews of all courses/programs, and this is managed.

- The approach to review is a number of elements including –
- Student satisfaction surveys (each trimester)
- Student progression and pass rates (each trimester)
- Learning support co-ordinator reviews (each trimester)
- Annual report of academic intervention activities (annual)
- Graduate surveys (annual)
- External benchmarking (ongoing)
- Annual course report (annual)
- Triennial course review (every three years)

Each element is reported through the Academic Senate and standing committees.

A full and comprehensive consideration of external benchmarking is available at –
https://www.ubss.edu.au/media/1185/benchmarking-february-2020.pdf
andhttps://www.ubss.edu.au/media/1769/ubss-academic-performance-2019.pdf

A copy of the 2016-2018 Triennial Report is available at –
https://www.ubss.edu.au/media/1357/triennial-report-2016-2018.pdf

Each year Program Directors provide an annual report to the UBSS Academic Senate that is distributed widely. The most recent example (2022, presented in April 2023) –

UNIVERSAL BUSINESS SCHOOL SYDNEY

PROGRAM REVIEW 2022

MASTER OF BUSINESS ADMINISTRATION

The purpose of this report is to review specific aspects of the **Master of Business Administration** program as they relate to 2021. *The report is prepared in accordance with the UBSS Course Review Policy Academic Policy Section 4.7 -* https://www.ubss.edu.au/media/1445/course-review-policy.pdf *using the Smithson format.*

1. PROGRAMS COVERED BY THIS REPORT
Master of Business Administration

A full and comprehensive consideration of Student Support at UBSS is available at –
https://www.ubss.edu.au/media/4183/student-support-and-well-being-at-ubss-october-2022.pdf

9. Use of External Experts

On a regular basis UBSS calls upon **external experts** who are affiliated with the School in some way –

- Professor Craig Ellis
- Professor Ray Hayek
- Adjunct Professor Art Phillips
- Dr Lu Jiao
- Professor Ian Bofinger
- Dr Barry Gordon
- Adjunct Professor Rob Wendon
- Adjunct Professor Om Huvanandana
- Adjunct Professor Jamie Rigg
- Bernadette Or
- Lawrence Potter
- Simon Chhoeu

During the period 2017-2022 UBSS has called upon a number of **expert (independent) reviewers** –

- Associate Professor Dianne Bolton (Swinburne)
- Dr Jessica Chen (Macquarie)
- Professor Meredith Lawley (USC)
- Professor Margaret Jackson (RMIT)
- Professor Izan Isan (UWA)
- Professor Stephen Boyle (UniSA)
- Professor Alan Farley (AMS)
- Professor Michaela Rankin (Monash)
- Adjunct Professor Irene Tempone (Swinburne)
- Professor Mile Terziovski (Swinburne)
- Professor Graham Webb (UNE)
- Emeritus Professor Jim Mienczakowski (formerly Curtin)
- Associate Professor Jonathan Tyler (UTS)
- Professor John Mark Capper (ACT)

10. Institutional Monitoring and Review to be a Prominent Feature

Institutional monitoring and review are embedded into the DNA of UBSS.

This is best evidenced in the daily, weekly, fortnightly, monthly, quarterly and annual reporting that takes place informing all committees, boards and stakeholders.

In keeping with the open and transparent approach at UBSS, results of reports and student/staff surveys are published on the website. Staff and students are encouraged to read and participate on how mechanisms can be improved. The GCA/UBSS way is that 'continuous improvement' is an ongoing feature of its operations. This is evidenced by the fact that there is a dedicated officer with the continuous improvement portfolio.

UBSS is heavily involved in a range of external benchmarking projects with industry bodies IHEA and HEPP-QN. UBSS is also involved in a number of smaller benchmarking projects addressing a range of academic issues. The range of benchmarking projects include academic progression, academic integrity, scholarship, grade distribution, sexual assault and sexual harassment, student wellbeing, and course review - to name just the current projects undertaken in the past twelve months. These are all reported through the necessary governance structures through Academic Senate, its standing committees and through to the GCA Board.

On overview of the benchmarking activities at UBSS (as at March 2022) is available at –

https://www.ubss.edu.au/media/3764/global-benchmarking-report-online-technology.pdf

This focuses on the online learning experience.

11. Delegation of Academic Governance

The GCA Board of Directors has in place a formal Delegation of Authority that speaks to the delegation of academic governance – https://www.ubss.edu.au/media/1792/gca-delegation-of-authority.pdf

Delegation is best captured on p3 Section 1.7

1.7 Delegation of Authority Schedule

Area of Delegation of Authority	Delegated by	Delegated to
1. Corporate Governance	The Company - GCA	GCA Board of Directors
2. Corporate Operations	GCA Board of Directors	Executive Management Team
3. Academic Governance	GCA Board of Directors	Academic Senate
4. Academic Operations	Academic Senate	Executive Dean Grade Review Committee, Academic Integrity Committee, Course Advisory Committee.

The Delegation was last refreshed by the Board of Directors on March 22, 2019.

The UBSS Academic Senate has in place a Terms of Reference – https://www.ubss.edu.au/media/1780/active-academic-committees-as-at-june-2020.pdf

- See pp 3-9

The AS TOR were refreshed and endorsed by the BoD in March 2019 and again refreshed in September 2020.

The UBSS Academic Senate has in place three standing committees in line with the DoA.

The Membership and Terms of Reference for each can be found at – https://www.ubss.edu.au/media/1780/active-academic-committees-as-at-june-2020.pdf

- Course Advisory Committee – pp 23-26
- Grade Review Committee – pp 39-42
- Academic Integrity Committee – pp 52-55

12. Course Approval Process

Course and subject proposal has a four part process embedded.

1. An initiative is identified and supported by the Executive Dean, UBSS.
2. The proposal is presented to the Academic Senate for endorsement to be developed.
3. A development plan (along with specifics) is considered and endorsed (or otherwise) by the Course Advisory Committee.
4. The endorsed initiative is presented to the UBSS Academic Senate for acceptance.

Material changes would be forwarded to TEQSA for approval and/or noting.

The policy on course review is provided at - https://www.ubss.edu.au/media/4046/course-review-policy.pdf

13. Monitor Academic Integrity

Academic Integrity is valued at UBSS. Academic Integrity is the responsibility of all staff (academic and professional) at UBSS and is overseen by the Academic Integrity Committee (a Standing Committee of the UBSS Academic Senate).

A comprehensive overview of the processes and monitoring of Academic Integrity is provided – https://www.ubss.edu.au/media/1836/academic-integrity-at-ubss.pdf

A recent self-assessment against the TEQSA guidance note (p4) suggests that UBSS is performing well in this domain –

	Identifier	Evidence	Rating
1	Policies and Procedures	In place and regularly reviewed	✔
2	Accessibility of policies and procedures	Readily available on website and outlined in Offer letter to students (pre-admission); Weeks 0-4; and again in Week 12	✔
3	Appropriate to size of provider	Appropriate	✔
4	Known by staff and students	Readily available on website and outlined in Weeks 0-4 and again in Week 12	✔
5	Demonstrated to be effective	Minutes, reports and records of AIC	✔
6	Mechanisms used to determine effectiveness	Results and benchmarking	✔
7	Preventative action	Regime employed prior to enrolment, in Weeks 0-5, in Week 12 and activities of AIC	✔
8	Monitoring of risk	Risk Register (3.4) and AIC activity	✔
9	Corporate Governance monitoring	Academic Senate Reporting and AIC reporting	✔
10	Processes used to manage	Active AIC	✔
11	Fair treatment	Active and appropriate – AIC oversight	✔
12	Information system to record	AIC minutes, records and reports	✔
13	Used for improvement	Focus of AIC and Academic Senate	✔
14	Appropriate credit transfer	Policy and procedures in place	✔
15	Adequate staff training	Ongoing and appropriate	✔

Considerable consideration and input off and on the issue of academic integrity is evident (sample only) –

https://www.campusreview.com.au/2023/01/the-next-step-the-assignment-marking-bot-opinion/

https://www.campusreview.com.au/2023/03/the-digital-disruption-facing-higher-education-opinion/

https://www.youtube.com/watch?v=BUeA1pNeMKM

https://www.youtube.com/watch?v=x5VR9SEL6mU

https://www.youtube.com/watch?v=CpCtQFwsZws

https://www.youtube.com/watch?v=BUeA1pNeMKM

https://www.ubss.edu.au/article/cyber-security-is-becoming-a-big-deal-in-higher-education/

https://www.ubss.edu.au/article/what-is-academic-integrity-and-why-is-it-important/

https://www.ubss.edu.au/article/what-is-academic-integrity-all-about/

https://www.ubss.edu.au/article/a-matter-of-academic-authenticity-integrity/

https://www.ubss.edu.au/article/a-matter-of-credibility-and-authenticity/

https://www.ubss.edu.au/media/1836/academic-integrity-at-ubss.pdf

https://www.ubss.edu.au/media/4371/the-assignment-marking-bot-the-next-step-in-the-new-reality.pdf

https://www.ubss.edu.au/articles/2022/october/post-covid-issues-of-academic-authenticity-integrity-it-s-all-in-the-assessment-and-engagement/

https://www.ubss.edu.au/articles/2021/may/academic-integrity-in-an-online-world-a-covid-19-perspective/

https://www.ubss.edu.au/article/what-is-academic-integrity-and-why-is-it-important/

https://www.ubss.edu.au/article/what-is-academic-integrity-all-about/

29 subjects are currently proctored in an attempt to maintain the highest level of integrity–

https://www.campusreview.com.au/2021/03/online-proctoring-the-smart-future-of-assessment/

https://www.ubss.edu.au/article/proctored-exams-a-must/

https://www.ubss.edu.au/article/invigilation-that-s-the-name-of-the-real-game/

https://www.ubss.edu.au/article/the-assignment-marking-bot/

https://www.ubss.edu.au/article/a-matter-of-academic-authenticity-integrity/

14. Scrutiny of Proposed Innovation

Innovation proposal has a four-part process embedded.

1. An innovation is identified and supported by the Executive Dean, UBSS.
2. The proposal is presented to the Academic Senate for endorsement to be developed.
3. A development plan (along with specifics) is considered and endorsed (or otherwise) by the Course Advisory Committee.
4. The endorsed initiative is presented to the UBSS Academic Senate for acceptance.

UBSS would call on an external expert if needed on a fee for service basis.

Material changes would be forwarded to TEQSA for approval and/or noting.

The course review policy is available at - https://www.ubss.edu.au/media/4046/course-review-policy.pdf

15. Self-Assessment of Effectiveness of Academic Governance and Monitoring

UBSS has a commitment to ongoing self-assessment and monitoring of all things academic – including governance.

This is evidenced in regular reporting on a daily, weekly, monthly, quarterly and annual basis. See Parts 3, 5 and 10 above.

This is evidenced in a range of internal assessments of academic quality and performance that are based on ongoing self-assessments and reviews. Some examples (selective) include –

https://www.ubss.edu.au/media/1183/teaching-and-learning-plan-2017-2020.pdf

https://www.ubss.edu.au/media/1184/capturing-scholarship-at-ubss-002.pdf

https://www.ubss.edu.au/media/1185/benchmarking-february-2020.pdf

https://www.ubss.edu.au/media/1746/strategic-plan-v9.pdf

https://www.ubss.edu.au/media/1309/as-membership-updated-july-2020.pdf

https://www.ubss.edu.au/media/1357/triennial-report-2016-2018.pdf

https://www.ubss.edu.au/media/1756/ubss-annual-report-2019.pdf

https://www.ubss.edu.au/media/1688/staff-professional-development-2019.pdf

https://www.ubss.edu.au/media/1769/ubss-academic-performance-2019.pdf

https://www.ubss.edu.au/media/1781/actual-2019-risk-assessment.pdf

https://www.ubss.edu.au/media/1779/gca-risk-register-june-2020.pdf

https://www.ubss.edu.au/media/1772/student-support-at-ubss.pdf

https://www.ubss.edu.au/media/1774/assessment-moderation-at-ubss.pdf

https://www.ubss.edu.au/media/1777/threshold-standards-audit-10-march-2020.pdf

https://www.ubss.edu.au/media/1824/transition-to-online-teaching-and-learning-at-ubss-2020.pdf

https://www.ubss.edu.au/media/1834/self-assessment-of-technology-enhanced-learning-at-ubss.pdf

https://www.ubss.edu.au/media/1836/academic-integrity-at-ubss.pdf

Terms of Reference are reviewed regularly

16. Reporting to Governance Body

UBSS has in place a robust (and appropriate) reporting mechanism that provides the necessary transparency and accountability.

The governing body is the GCA Board of Directors.

A full paper on the GCA approach towards Corporate Governance is available here
https://www.ubss.edu.au/media/2401/corporate-governance-at-gca-19-feb.pdf

The GCA Board of Directors has in place a clear and appropriate Delegation of Authority including matters academic – https://www.ubss.edu.au/media/1792/gca-delegation-of-authority.pdf

The Chair of the Academic Senate is appointed by the GCA Board of Directors.

The Chair of the Academic Senate is an Executive Director of the GCA Board of Directors.

There is an Academic Senate Report as a standing item on all GCA Board of Director meeting agenda.

17. Opportunity for Student Involvement

The terms of reference for the UBSS Academic Senate (p4) provides for student participation and membership.

Membership will include –
- The Chair of Academic Senate
- The Deputy Chair
- The Dean of UBSS *ex officio*
- The Program Directors of active UBSS programs*, ex officio*
- The Director, Centre for Entrepreneurship *ex officio*
- Deputy Dean (Academic) *ex officio*
- Deputy Dean (Student Experience) ex officio
- Up to two UBSS students from the student body of UBSS
- Up to two co-opted current staff members
- Unlimited co-opted external members.

Student membership in recent times has included –

	Student	Program
2016	Salmain Javid	PG
2017	Usman Iqbal Sindhu	PG
2018	Katheryn Ma	PG
	Neha Khaneja	UG
2019	Natasha Jacques	PG
2020	Natasha Jacques to mid- 2020	PG
2021	NA during COVID	-
2022	NA during COVID	-
2023	To be appointed	

COVID 19 has made the representation difficult – but it is hoped that a return of student involvement will occur from mid-2023+. It is important to note the general reluctance of students to participate in committee meetings – this is evident across the Sector.

The Academic Integrity Committee (a Standing Committee of the UBSS Academic Senate) also includes the opportunity for a student representative – though not mandated.

The student input into matters academic is more generally (and appropriately) provided through –

- Ongoing Student Feedback on Units (SFUs) conducted each trimester (Quantitative).
- DET QILT surveys at both undergraduate and postgraduate level conducted annually (Quantitative).
- Ongoing Access to Program Directors (Qualitative).

18. Appropriate Link between Academic and Corporate Governance

The link between academic governance (overseen by the UBSS Academic Senate) and corporate governance (overseen by the GCA Board of Directors) is robust and appropriate.

The governing body is the GCA Board of Directors.

The DVC and CEO of GCA is not a member of the UBSS Academic Senate and does not attend meetings even as an ex-officio member. This is in contrast to other like institutes[2], thus ensuring that academic discussion and scholarship are not influenced by commercial interests and/or imperatives.

The GCA Board of Directors has in place a clear and appropriate Delegation of Authority including matters academic – https://www.ubss.edu.au/media/1792/gca-delegation-of-authority.pdf

The Chair of the Academic Senate is appointed by the GCA Board of Directors.

The Chair of the Academic Senate provides regular updates the GCA Board of Directors.

There is an Academic Senate Report as a standing item on all GCA Board of Director agenda.

The UBSS Academic Senate Terms of Reference is reviewed by the UBSS Academic Senate and in turn by the GCA Board of Directors on a regular basis via reports by the Chair of the Academic Senate and the Executive Dean.

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[2] See www.top.edu.au and www.tiis.edu.au

19. Student Participation in Academic Governance

The terms of reference for the UBSS Academic Senate (p4) provides for student participation and membership.

Membership will include –

- The Chair of Academic Senate
- The Deputy Chair
- The Dean of UBSS *ex officio*
- The Program Directors of active UBSS programs, *ex officio*
- The Director, Centre for Entrepreneurship *ex officio*
- Deputy Dean (Academic) *ex officio*
- Deputy Dean (Student Experience) ex officio
- Up to two UBSS students from the student body of UBSS
- Up to two co-opted current staff members
- Unlimited co-opted external members.

Student membership in recent times has included –

	Student	Program
2016	Salmain Javid	PG
2017	Usman Iqbal Sindhu	PG
2018	Katheryn Ma Neha Khaneja	PG UG
2019	Natasha Jacques	PG
2020	Natasha Jacques to mid- 2020	PG
2021	NA during COVID	-
2022	NA during COVID	-
2023	To be appointed	

The Academic Integrity Committee (a Standing Committee of the UBSS Academic Senate) also includes the opportunity for a student representative.

The student input into matters academic is more generally (and appropriately) provided through –

- Ongoing Student Feedback on Units (SFUs) conducted each trimester (Quantitative).
- DET QILT surveys at both undergraduate and postgraduate level conducted annually (Quantitative).
- Ongoing Access to Program Directors (Qualitative).

20. Corporate Body is informed

UBSS has in place a robust (and appropriate) reporting/informing mechanism that provides the necessary transparency and accountability.

The governing body is the GCA Board of Directors.

The GCA Board of Directors has in place a clear and appropriate Delegation of Authority including matters academic – https://www.ubss.edu.au/media/1792/gca-delegation-of-authority.pdf

The Chair of the Academic Senate is appointed by the GCA Board of Directors.

There is an Academic Senate Report as a standing item on all GCA Board of Director meeting agenda.

21. Effectiveness of Academic Policy Framework

The UBSS Academic Senate has in place a comprehensive and appropriate set of policies that covers all contingencies -

https://www.ubss.edu.au/policies-and-procedures/

Policies are regularly refreshed as required.

A regular review of policies is undergone with the assistance of external members. The most recent was conducted in 2020.

All policies have review dates embedded with version control. UBSS adheres to a strict policy dissemination process. This ensures that all policies are controlled by a single source and that there are checks made prior to the publication of any policy or procedure.

22. Agenda, Minutes and Actions are recorded

The UBSS Academic Senate (and associated standing committees) have in place a regime of recording agenda, minutes, and actions.

The format is based on an Issue/Consideration/Recommendation/Action (ICRA) model.

Minutes of all meetings are recorded in line with the model as advised by the Governance Institute of Australia. This means that minutes are appropriately kept as per ASIC and other regulatory guidelines. All minutes are recorded by the Executive Secretary and maintained in a secure drive with restricted access. This further ensures that they are a true and accurate record.

Examples are provided at – https://www.ubss.edu.au/about-us/?tab=Governance

UBSS is unique in this regard. No other like private provider lists the minutes of the standing committee complete with signatures on its website. This is part of the UBSS approach to transparency. Staff and students are encouraged to read the minutes (as available on the website) and provide feedback where appropriate.

Emeritus Professor Greg Whateley is the Deputy Vice Chancellor (DVC) and Chief Executive Officer (CEO) at Group Colleges Australia

Professor Ashok Chanda is the Executive Dean (ED) at Group Colleges Australia