

 <p>S P Jain School of Global Management DUBAI • MUMBAI • SINGAPORE • SYDNEY</p>	<b>Terms of Reference of the Academic Board and its Sub-committees</b>
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### 1.1 Terms of Reference of the Academic Board

Reporting Arrangements	Board of Directors (BoD)
Purpose and Scope	<p>a. The Academic Board (AB) is the peak academic body of S P Jain School of Global Management (S P Jain) and has been delegated authority for all higher education academic matters by the Board of Directors. The primary role of the Academic Board is to exercise authority over all matters relating to the quality of courses, teaching, scholarship, and research, and to operate independently of corporate governance.</p> <p>b. It provides advice and reports to the Board of Directors and to the President on all academic matters, as well as on the academic aspects of the Strategic and Development Plans.</p>
Responsibilities	<p>a. Monitor and regularly report to the BoD on the quality of courses, teaching, learning, research and research training.</p> <p>b. Delegate academic functions to sub-committees as authorised by the BoD, and monitor reports received from sub-committees.</p> <p>c. Recommend to the BoD all new degree courses developed by the School subject to accreditation by TEQSA and other local regulatory accreditation requirements at other campuses.</p> <p>d. Oversee course review processes, internally approve current courses, and monitor external review processes including those required by regulatory authorities.</p> <p>e. Review graduand lists and recommend conferral to the BoD.</p> <p>f. Oversee benchmarking of courses and outcomes against professional standards and other higher education providers.</p> <p>g. Oversee academic leadership, qualifications, staff development and scholarship.</p> <p>h. Monitor and review academic policies and their effectiveness.</p>

	<ul style="list-style-type: none"> <li>i. Identify, monitor and develop preventative actions in relation to academic risks, risks to students or graduate outcomes, including student retention and completion data.</li> <li>j. Monitor the academic performance of the School against key performance measures as stated in the Learning and Teaching Enhancement Plan.</li> <li>k. Provide critical assessment of new educational or pedagogical practices and evaluate the effectiveness of educational innovations.</li> <li>l. Establish academic oversight, processes, structures and responsibilities as the AB deems fit to meet Standard 6.3, Academic Governance, of the Higher Education Standards Framework (Threshold Standards) 2015.</li> <li>m. Conduct appeals on academic matters, where necessary.</li> <li>n. Conduct reviews of the Board’s own performance and that of its sub-committees.</li> <li>o. Other responsibilities as delegated by the BoD.</li> </ul>
Membership	<p><b>The Academic Board shall consist of not more than 17 persons comprising:</b></p> <ul style="list-style-type: none"> <li>a. Three persons nominated by the Board of Directors and chosen from persons who are not members of the staff but who are deemed by the Board of Directors to be persons of high standing in the academic, business or professional fields relevant to the courses offered.</li> <li>b. The Chairperson of the Academic Board will be one of the above nominees appointed by the Chairperson of the Board of Directors.</li> <li>c. <i>Ex officio</i> members <ul style="list-style-type: none"> <li>• President</li> <li>• Vice President – Academic</li> <li>• Deans of Courses</li> <li>• Dean Research</li> <li>• Registrar</li> <li>• Vice President - Administration</li> </ul> </li> <li>d. Up to five internal members of the full-time academic staff invited by the Chairperson and endorsed by the Academic Board.</li> <li>e. The Academic Board may further appoint up to three persons - internal members of the academic staff invited by the Chairperson and endorsed by the Academic Board, selected to ensure that each campus has representation of at least two academic staff members.</li> <li>f. One student representative shall be elected as a member of the Academic Board. The election is organised by the Secretary of the Academic Board. Nominees must be enrolled students. The term of office of the newly elected member is for 1 year. A nomination must be endorsed by two enrolled students and contain a candidate statement explaining to the student body why the nominee wishes to be considered for election to the Academic Board.</li> <li>g. All members must meet the Fit and Proper Persons Requirements as required by the Higher Education Standards Framework 2015. Should an appointed member no longer be a ‘fit and proper person’ as defined by TEQSA, they must notify the School immediately.</li> <li>h. Members must be approved by Committee of Private Education (CPE), Singapore as required by the Private Education Act, 2000 (revised 2011).</li> </ul>
Term of Office	<ul style="list-style-type: none"> <li>a. The Chair of the Academic Board, in the first instance, may serve up to a period of three (3) years. Thereafter, the Academic Board may elect one of its external members to be Chairperson for up to a period of three years</li> </ul>

	<p>for each term, or seek a new external Chairperson appointed by the Board of Directors.</p> <p>b. Internal staff members may serve a two to three (2 to 3) year term, as decided by the Academic Board.</p> <p>c. External members of the Academic Board shall serve for three (3) years in the first instance and be eligible for reappointment, as determined by the Academic Board for up to three (3) years.</p> <p>d. Casual vacancies shall be filled by invitation of the Academic Board and shall serve only the remaining period of the member they replace and be eligible for reappointment.</p>
Removal from Office	<p>a. The Board of Directors may remove a member of the Academic Board from office for breach of a duty set out above in the Responsibilities section.</p> <p>b. The removal from office may be affected only if the motion for removal is supported by a majority of the total number of directors of the Board.</p> <p>c. The motion for removal must not be put to the vote of the meeting unless the Academic Board member concerned has been given a reasonable opportunity to reply to the motion prior to the meeting in writing and may be given an opportunity to respond in person at the meeting of the Board of Directors if deemed necessary.</p> <p>d. If the member to whom the motion for removal refers does not attend the meeting, a reasonable opportunity to reply to the motion is taken to have been given if notice of the meeting has been duly given.</p>
Meeting Frequency and Quorum	<p>a. The Academic Board will meet at least three (3) times a year, and usually four (4) times. Meetings may be face-to-face or electronic meetings.</p> <p>b. No business may be transacted unless there is a quorum of 10 members with a minimum of 1 external member (not including casual vacancies).</p>
Observers	Deputy Director - Accreditation & Regulatory Compliance and the Secretary shall be observers at all sub-committee meetings
Secretary of Academic Board	The President shall appoint the Secretary of the Academic Board.
Sub-Committees	<p>The Academic Board will have four standing sub-committees as below:</p> <p><b>a)</b> Academic Regulations and Course Development Committee</p> <p><b>b)</b> Examinations Board (Assessment Committee)</p> <p><b>c)</b> Research and Knowledge Creation Committee</p> <p><b>d)</b> Learning, Teaching and Quality Assurance Committee</p> <p>The Chair of each Sub-Committee will be a member of the Academic Board.</p> <p><b>NOTE:</b> The Registrar or delegate may appoint an advisory group to assist in the discharge of admission responsibility.</p>

## 1.2 Standing Orders

These Standing Orders apply to the Academic Board and all sub-committees.

Notice of Meetings	Meetings shall be held according to the Annual Schedule or at other times such as:
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	<ul style="list-style-type: none"> <li>a. When specifically requested by the Chairperson of the Academic Board/ sub-committee, or via a request from a majority of members of the relevant Board or committee. Normally not less than five working days' notice shall be given.</li> <li>b. The Minute-taker will normally circulate an agenda and meetings papers at least five working days before the meeting.</li> <li>c. The Chairperson may permit additional business to be added at the meeting if time permits.</li> <li>d. For out of session urgent matters, a flying minute may be circulated to members.</li> </ul>
Appointment of Proxy	<ul style="list-style-type: none"> <li>a. A member of the Academic Board/sub-committee may attend and vote by proxy at a meeting or if the proxy is a member and has been appointed by writing under the hand of the appointor or by telegram, fax or other form of visible communication from the appointor.</li> <li>b. Such an appointment may be general or for any particular meeting or meetings.</li> </ul>
Meeting Conduct	<ul style="list-style-type: none"> <li>a. The Chairperson shall conduct the meeting according to the standing orders; ensure order is maintained; and give members an opportunity to speak and vote on matters tabled at the meeting.</li> <li>b. The order of business shall follow the agenda unless agreed otherwise.</li> <li>c. Matters for debate or to move a motion must be on the agenda and seconded, unless otherwise approved.</li> <li>d. Voting shall be by show of hands unless a secret ballot is requested.</li> <li>e. Members may vote by proxy if they are unable to attend.</li> <li>f. Matters will be passed by a majority of members.</li> <li>g. A motion may be amended or withdrawn with the consent of the members.</li> <li>h. When an amendment is before the Chairperson, discussion shall be confined to that amendment.</li> <li>i. No further amendments can be made if they are substantially the same, or if the amendment is a direct negative.</li> </ul>
Minutes	<ul style="list-style-type: none"> <li>a. A Minute-taker shall be appointed to accurately record the minutes of each meeting and distribute via email within 7 working days of the meeting. The following details shall be recorded in the minutes: <ul style="list-style-type: none"> <li>i. Date, time and venue of the meeting</li> <li>ii. Names of members present and apologies, and the name of the Chairperson</li> <li>iii. An overview of discussions and business conducted; motions and outcomes of votes; action items and persons responsible</li> <li>iv. Date, time and venue of next meeting</li> </ul> </li> <li>b. The minutes of the preceding meeting shall be circulated to members. The Chairperson will: <ul style="list-style-type: none"> <li>i. Seek confirmation of the minutes in their current state; or</li> <li>ii. Seek confirmation of the minutes with amendments; and</li> <li>iii. Sign the confirmed minutes</li> </ul> </li> </ul>

Adjournment	<p>a. The Chairperson may adjourn the meeting from time to time with the consent of the members or if directed by the Board/Committee. Business at the adjourned meeting shall be confined to business that was left unfinished at the meeting where the adjournment took place. If a meeting has been adjourned for more than 10 working days, notice shall be given as for an ordinary meeting.</p>
Code of Conduct	<p>A member shall:</p> <ul style="list-style-type: none"> <li>a. Keep their comments to matters before the Board/Committee</li> <li>b. Attend meetings and be punctual</li> <li>c. Undertake review of documents prior to meetings, within timeframes requested</li> <li>d. Act in the best interests of the School, and not bring the School into disrepute</li> <li>e. Exercise appropriate care and diligence</li> <li>f. Not make false statements or falsify records</li> <li>g. Act appropriately to not gain advantage for themselves or others</li> <li>h. Not make offensive statements or comments or behave improperly</li> <li>i. Shall cease speaking when called to order by the Chairperson</li> <li>j. Declare any potential conflicts of interest and stand aside from discussions and voting on such matters deemed to be a conflict of interest</li> <li>k. Keep all matters in confidence and not disclose any matters of business to the general public, members of staff or other associates of the School</li> </ul>

## 2. Sub-Committees of the Academic Board

### 2.1 Academic Regulations and Course Development Committee

Reporting Arrangements	Quarterly reports to the Academic Board
Purpose and Scope	<p>a. The Academic Regulations and Course Development Committee is a sub-committee of the Academic Board and has been established by the Board of Directors.</p> <p>b. The primary role of the committee is to conduct and monitor the development of new course and review of existing courses in association with relevant staff of the School and provide advice to the Academic Board on course quality, development and review, and associated relevant academic policies.</p>
Responsibilities	<p>a. Conduct course development and review processes in accordance with the School's policies, including monitoring and review of the structure of each course; compulsory and elective subjects; benchmarking proposed courses.</p> <p>b. Where external course accreditation is required, the committee in consultation with the relevant academic staff, shall oversee the production of any required course documentation and ensure it meets regulatory standards.</p> <p>c. Monitor the Strategic Plan insofar as the development of new courses or additional strands to existing courses.</p> <p>d. Formulate and review policies and regulations on academic matters for recommendation to the Academic Board, including but not limited to course development and review, course specific entry requirements, assessment, student progression, examination, exclusion and graduation.</p> <p>e. To advise on any other matters referred to the committee by the Academic Board.</p>
Membership	<p>a. The Chairperson will be a member of the Academic Board, as nominated by the Academic Board: Vice-President Academic.</p> <p>b. Membership shall consist of internal staff comprising:</p> <ul style="list-style-type: none"> <li>• Vice President – Academic</li> <li>• Vice President - Administration</li> <li>• Dean MBA (Executive)</li> <li>• Dean MBA (Global) &amp; MGB</li> <li>• Dean Undergraduate</li> <li>• Two (2) nominated academic staff</li> <li>• Registrar</li> <li>• Two selected Heads of Department or Assistant Deans nominated by Vice President – Academic</li> </ul> <p>c. External: input via commissioned reports, or attendance, from members of the School's Industry Advisory Boards and External Reviewers with regard to course development and review.</p> <p>d. Other external membership as required for course development and review as directed by the Academic Board.</p>
Term of Office	<p>a. The Chairperson, in the first instance, may serve up to a period of three (3) years. Thereafter, the Academic Board may elect another Academic</p>

	<p>Board member to be Chairperson for a period of up to three (3) years for each term.</p> <p>b. Internal staff members may serve a two to three (2 to 3) year term, as decided by the Academic Board.</p> <p>c. Casual vacancies shall be filled by nominations from the Academic Board and shall serve only the remaining period of the member they replace and be eligible for reappointment.</p>
Meeting Frequency and Quorum	<p>a. The Committee will meet at least four (4) times a year, but more frequently if required. Meetings may be face-to-face or electronic meetings.</p> <p>b. No business may be transacted unless there is a quorum of half the membership (not including casual vacancies).</p>

## 2.2 Examinations Board

Reporting Arrangements	Quarterly reports to the Academic Board
Purpose and Scope	<p>a. The Examinations Board is a sub-committee of the Academic Board and has been established by the Board of Directors.</p> <p>b. The primary role of the Examinations Board is to moderate student results and proposed grades received from faculties and approve final grades and the graduand list for endorsement by the Academic Board. The Examinations Board also monitors the consistency and equivalence of assessment processes across all campuses of the School.</p>
Responsibilities	<p>a. Collate assessment data from different subjects offered at all campuses as a way of monitoring consistency and equivalence of assessment.</p> <p>b. Conduct moderation of student assessment results and grades received from faculties, and report on amendments required due to errors, and amendments based on bell curve processes.</p> <p>c. Conduct external moderation processes periodically, including blind marking of assignments on a sampling basis.</p> <p>d. Approve final grades for publication each teaching term and report to the Academic Board for endorsement.</p> <p>e. Check graduand eligibility and approve the list of graduands for endorsement by the Academic Board, specifying the award each graduand is to receive.</p> <p>f. Monitor processes for the appointment of invigilators and invigilation procedures.</p> <p>g. Monitor and prepare reports on the effectiveness of examination related policies where relevant and submit reports to the ARCDC and Academic Board.</p> <p>h. Advise on any other matters referred to the committee by the Academic Board.</p>
Membership	<p>a. The Chairperson will be a member of the Academic Board, as nominated by the Academic Board: Nominated Academic Board Member</p> <p>b. Membership shall consist of internal staff comprising:</p> <ul style="list-style-type: none"> <li>• Vice President – Academic</li> <li>• Vice President - Administration</li> </ul>

	<ul style="list-style-type: none"> <li>• Registrar</li> <li>• Dean MBA (Executive)</li> <li>• Dean MBA (Global) &amp; MGB</li> <li>• Dean Undergraduate</li> <li>• Director of Examinations</li> <li>• One (1) representative from the Course Office endorsed by Registrar</li> <li>• Two (2) academic staff with no other administrative responsibilities nominated by Vice President – Academic</li> </ul> <p>c. All members must be approved by Committee of Private Education (CPE), Singapore as required by the Private Education Act, 2000(revised 2011).</p>
Term of Office	<p>a. The Chairperson, in the first instance, may serve up to a period of three (3) years. Thereafter, the Academic Board may elect another Academic Board member to be Chairperson for a period of up to three (3) years for each term.</p> <p>b. Internal staff members may serve a two to three (2 to 3) year term, as decided by the Academic Board.</p> <p>c. Casual vacancies shall be filled by nominations from the Academic Board and shall serve only the remaining period of the member they replace and be eligible for reappointment.</p>
Meeting Frequency and Quorum	<p>a. The Committee will meet at least four (4) times a year, but more frequently if required. Meetings may be face-to-face or electronic meetings.</p> <p>b. No business may be transacted unless there is a quorum of half the membership (not including casual vacancies).</p>

### 2.3 Research and Knowledge Creation Committee (RKCC)

Reporting Arrangements	Quarterly reports to the Academic Board
Purpose and Scope	<p>a. The Research and Knowledge Creation Committee (RKCC) is a sub-committee of the Academic Board and has been established by the Board of Directors.</p> <p>b. The primary role of the RKCC is to create an environment that nurtures research and knowledge creation, and fosters creativity among students, faculty and researchers.</p>
Responsibilities	<p>a. Nurture and foster an environment that supports research activities and strengthens the capabilities of students and staff.</p> <p>b. Promote research integrity in 'applied' as well as 'action research' and provide advice on research training.</p> <p>c. Develop and review the <i>Research Management Plan</i> in line with the School's vision, and report on outcomes.</p> <p>d. Support and monitor faculty research output.</p> <p>e. Develop and review policy guidelines for faculty research and students' research activities in keeping with the Research Code of Ethics of the School.</p> <p>f. Review and approve research projects for funding eligibility and ethics.</p>



	<p>g. Develop and review guidelines for collaborative research with other academic institutes, corporate bodies and research institutions.</p> <p>h. Benchmark the School's research activities and performance against other institutions.</p> <p>i. Mobilise research funds, seek grants, develop a research budget and allocate funds according to agreed priorities.</p> <p>j. Advise on any other matters referred to the committee by the Academic Board.</p>
Membership	<p>a. The Chairperson will be a member of the Academic Board, as nominated by the Academic Board: Dean- Research</p> <p>b. Membership shall consist of internal staff comprising:</p> <ul style="list-style-type: none"> <li>• Dean- Research</li> <li>• Five (5) active research oriented academic staff nominated by the Academic Board, with at least one (1) member from each campus.</li> </ul>
Term of Office	<p>a. The Chairperson, in the first instance, may serve up to a period of three (3) years. Thereafter, the Academic Board may elect another Academic Board member to be Chairperson for a period of up to three (3) years for each term.</p> <p>b. Internal staff members may serve a two to three (2 to 3) year term, as decided by the Academic Board.</p> <p>c. Casual vacancies shall be filled by nominations from the Academic Board and shall serve only the remaining period of the member they replace and be eligible for reappointment.</p>
Meeting Frequency and Quorum	<p>a. The Committee will meet at least four (4) times a year, but more frequently if required. Meetings may be face-to-face or electronic meetings.</p> <p>b. No business may be transacted unless there is a quorum of half the membership (not including casual vacancies).</p>

## 2.4 Learning, Teaching and Quality Assurance Committee (LT&QAC)

Reporting to	Quarterly reports to the Academic Board
Purpose and Scope	<p>a. The Learning, Teaching and Quality Assurance Committee (<b>LT&amp;QAC</b>) is a sub-committee of the Academic Board and has been established by the Board of Directors.</p> <p>b. The primary role of the <b>LT&amp;QAC</b> is to monitor and support learning and teaching at the School. The <b>LT&amp;QAC</b> also promotes and manages the care, well-being, and development of students and staff, including the improvement and maintenance of their physical and recreational environment.</p>
Responsibilities	<p><i>Learning and Teaching</i></p> <p>a. Revise the <i>Learning and Teaching Enhancement Plan</i> every two years for approval by the Academic Board</p> <p>b. Review and monitor the progress and outcomes of the <i>Learning and Teaching Enhancement Plan</i>, and report to the Academic Board.</p> <p>c. Review and improve learning and teaching, including reviews of subject content, assessment, textbooks, risk to students or graduation outcomes, and other curriculum matters as required.</p> <p>d. Establish, operate, and manage the learning infrastructure of the School including online learning, the library and research databases and other learning materials.</p> <p>e. Develop and monitor orientation for new faculty members and first year students to ensure smooth transition to the School.</p> <p>f. Develop and support a culture of scholarship and professional development for faculty, including teaching across campuses.</p> <p>g. Develop, review and monitor the health and wellbeing of students and staff.</p> <p>h. Review and monitor student feedback and report on outcomes to promote continuous improvement of learning and teaching.</p> <p>i. Liaise with the various student councils and aim to resolve academic and welfare issues.</p> <p>j. Review and monitor student grievances and escalate appeals to the Academic Board as necessary.</p> <p>k. Provide input on the effectiveness of relevant academic policies.</p> <p>l. To advise on any other matters referred to the committee by the Academic Board.</p> <p><i>Quality Assurance</i></p> <p>m. Monitor and report on the Quality Assurance Framework and Schedule that ensures that the School delivers on its Strategic Plan and that such delivery is in accordance with the Australian Higher Education Standards Framework 2015 and other regulatory requirements.</p> <p>n. Develop, monitor and review the School's policies and processes as part of continuous improvement processes, including learning and teaching, and course development and review, and to make recommendations on these matters to the Academic Board.</p>

	<p>o. Monitor and review implementation and effectiveness of policies and procedures and make recommendations for revision or changes to practice.</p> <p>p. Review and monitor internal quality audits and self-review/evaluation processes and ensure non-compliance matters identified are reported to the Academic Board and actioned as appropriate.</p>
Membership	<p>a. The Chairperson will be a member of the Academic Board, as nominated by the Academic Board: Nominated Academic Board member</p> <p>b. Membership shall consist of internal staff comprising:</p> <ul style="list-style-type: none"> <li>• Nominated Academic Board member</li> <li>• Deputy Director- Faculty Management</li> <li>• Deputy Director – Accreditation and Regulatory Compliance</li> <li>• Manager, Quality Assurance</li> <li>• Fulltime academic staff members nominated by Academic Board, including at least one (1) member from each campus.</li> <li>• One (1) nominated Student Counsellor</li> <li>• One (1) nominated Chief Librarian / Librarian</li> </ul>
Term of Office	<p>a. The Chairperson, in the first instance, may serve up to a period of three (3) years. Thereafter, the Academic Board may elect another Academic Board member to be Chairperson for a period of up to three (3) years for each term.</p> <p>b. Internal staff members may serve a two to three (2 to 3) year term, as decided by the Academic Board.</p> <p>c. Casual vacancies shall be filled by nominations from the Academic Board and shall serve only the remaining period of the member they replace and be eligible for reappointment.</p>
Meeting Frequency and Quorum	<p>a. The Committee will meet at least four (4) times a year, but more frequently if required. Meetings may be face-to-face or electronic meetings.</p> <p>b. No business may be transacted unless there is a quorum of half the membership (not including casual vacancies).</p>