

OZFORD

College

Ozford College
Governance Charter

2023

Ozford College Governance Charter

INTRODUCTION

SCHOOL PHILOSOPHY

Ozford College (Ozford or the College) is proud of the superior education that deliver in Years 10, 11 and 12 (VCE - Victorian Certificate of Education).

The College is committed to the achievement of excellence in education. A student's success is Ozford's success. The College strives to be the leader in international education and Ozford is a place where students are able to realise their academic goals and personal potential. Ozford's goal is to be an innovative educational institution with many opportunities offered to students to excel academically.

At Ozford the emphasis is on linking theory with practice to ensure students receive not only an academic education but practical life experience. Students are provided with the opportunity to practice skills learned by undertaking real life learning which is based on community issues and values.

Ozford is a College which supports and promotes the Principles and Practice of Australian Democracy, and encourages an understanding of the meaning of:

- Elected Government
- The Rule of Law
- Equal rights for all before the Law
- Freedom of Religion
- Freedom of Speech and Association
- The values of Openness and Tolerance

These principles and practices underpin the design of our Curriculum and college policies.

We are proud that our students go out into the world with a strong ethical and moral grounding and pleased that so many stay in touch with their friends of different background long after their time at Ozford has come to an end.

Overall, Ozford fosters a personalized environment where students can develop skills and values to enable them to participate effectively in their chosen career field and the wider community.

The governance body for Ozford College is the Executive Management Team (EMT) which has the overall responsibility to ensure that Ozford teaching programs enact this philosophy including supporting and promoting the Principles and Practice of Australian Democracy.

The EMT is responsible in ensuring the implementation of these Principles and the communication of these to its stakeholders (staff, students, parents and its community), to ensure that the teaching programs include: an understanding of the meaning of Elected Government; Rule of Law; Equal rights for all before the Law; Freedom of Religion Freedom of Speech and Association; Values of Openness and Tolerance.

These concepts underpin the design of our Curriculum and our college policies. This philosophy statement is promoted in the school prospectus, handbook, strategic plan or business plan, and on the school website.

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Our Strategic Objectives

Sustainable Future: To pursue a future that delivers economic, cultural, and environmental sustainability.

Learning and Teaching: To deliver excellence in learning and teaching, and practical graduate outcomes.

Student Experience: To be recognised as a quality provider that provides a culturally safe environment and nurtures students through their learning journey.

Engagement: To establish, cultivate and advance relationships with industry, professional bodies, government, and universities.

Reputation: To be recognised as a reputable private education provider.

The school philosophy is reviewed in consultation with its stakeholders annually including brainstorming at staff PD sessions, Management and ET meetings.

Our Purpose

Our purpose is to create an innovative educational institution with the best possible opportunities offered to students to excel academically and maximize their potential.

Our Vision

Our vision is to provide every student with the opportunity to develop skills attained by undertaking real life learning based on global needs and progress. Our dedicated staff provide a student-focused approach to ensure a supportive, individualised and innovative learning experience.

Ozford is committed to the achievement of excellence in education. A student's success is Ozford's success.

Our Values

Excellence

We strive for the highest quality in every aspect of our work.

Passion

We are passionately committed to delivering quality educational experiences and expanding all learners' horizons.

Unity

We work together to achieve our vision, mission and objectives.

Integrity

We act responsibly and honestly in all we do.

Diversity

We promote intercultural awareness and understanding through authentic experiences both

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within the Ozford community and the broader Australian and global community.

Respect

We respect all our clients and stakeholders by providing a caring and culturally safe Ozford community based on openness, fairness and friendship. We recognise that with rights come responsibilities to ourselves, our clients and our stakeholders.

Corporate Structure

The College is a not for profit Proprietary Company limited by shares. The sole director of the company is Rong Liu and she is also a sole shareholder of the company.

The Director has assigned governance of the College to the **Executive Management Team (EMT)** who have responsibility for effectively managing the school's finances and development of the strategic direction and ensuring that the College fulfils its legal obligations.

EMT Composition

The School Registration Guidelines requires the governance structure of a school to allow it to effectively manage the school's finances and development of strategic direction and fulfil its legal obligations.

The College EMT consists of the below members

Position
1. Business owner, Director and Principal (member with high school governance, management and operational experience, financial, audit & risk management expertise, quality assurance/regulation expertise, experience in government relations)
2. Head of Marketing and Student Support Services (Member with high school student recruitment, welfare support and administration experience)
3. Compliance Manager (Member with policy, quality assurance/regulation expertise)
4. External Member

1. Academic Director and Principal (Rong Liu). Since 1995, Rong has been working actively in both managerial and teaching roles in various Victorian schools. She has worked for some very prestigious schools; both in public and private sectors. Rong's area of specialty and passion has always been International Education across all sectors. One of her aims is to improve and enable personal growth in international students such as confidence, self – esteem and employability skills. Making a positive difference to student confidence and academic performance is one of the greatest rewards in Rong's career. A fluent speaker in Chinese; both Mandarin and Cantonese, she is able to develop a great rapport with students from non-English speaking backgrounds.

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2. Head of Marketing, Student recruitment and Student Support Services (Susan Inserra) oversees the College recruitment and student support services. The role involves all aspects of student recruitment including education agent management, development and the management of student care, student transition and integration, coordination of student welfare, health and safety, learning support, and international student compliance.
3. Compliance Manager (Ian Kimber) – The Compliance manager has responsibility for ensuring the College complies with its regulatory and legislative requirements. Ian has extensive expertise and experience in education compliance at public and private education institutions.
4. External Member (Professor Michael Tse) is the Academic Dean of Ozford Institute of Higher Education. He has extensive experience in education, research, academic governance, and corporate governance. Michael has more than 18 years of experience in education and research at public and private higher education institutions. He has served on the Academic Boards of Deakin University, Holmes Institute and Ozford Institute of Higher Education. Besides his academic appointments, Michael has held board-level positions at professional, community, and educational institutions. He is currently the Global Chairman of the Institute of Certified Management Accountants and has previously served as the Vice President of the School Council of Mount View Primary School and the Secretary and Director of Royal Victorian Association of Honorary Justices.

This EMT structure will provide Ozford College with effective mechanism to enable:

- the effective development of the strategic direction of the College; and
- the effective management of the finances of the College; and
- the College to fulfil its legal obligations.

The Academic Director/Principal is responsible for recruiting and appointing of any new EMT members to serve on the team.

All EMT members must be fit and proper and able to carry out their legal responsibilities in relation to the operation of the school in compliance with the laws in relating to the provision of school education in Victoria. A completed Fit and Proper Statutory Declaration must be completed before the appointment of any EMT member.

Any new EMT members are taken through an induction process prior to the commencement of role.

The EMT may invite senior managers, staff or students to be present as observers or be *in attendance* for meetings or specific agenda items at a meeting to advise on or report on the matters under consideration.

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EMT Responsibilities

The EMT's main function is to assist in the governance, administration and development of the College. This comes in the form of discussion, expert advice or recommendations, and through a formalised decision-making process.

The responsibility for all aspects of quality management including continuous improvement of quality of delivery rests with the Chairperson and the EMT. The quality management processes include review of the performance of the programs.

The EMT is to act in the interests of the College as a whole. Members of the EMT are not on the College EMT to represent and promote the interests of particular groups or stakeholders. They are not there to represent the interests of their constituents nor of themselves.

The EMT meets quarterly to discuss and evaluate the administration of the College. The responsibilities are:

1. To maintain and develop a long-term vision for the development and growth of Ozford College;
2. To undertake strategic and business planning. It is responsible for determining the College's strategic direction, to effectively manage its finances and fulfil its legal obligations;
3. To ratify and endorse policy, procedures, delegations, systems and practices to ensure the College complies with the requirements of all school registration and legislative requirements and the requests of government authorities at all levels;
4. To review and oversight the College's risk management framework which includes a risk register.
5. To embed a culture of child safety in which the diverse and unique identities and experiences of culturally diverse and Aboriginal children, young people and students are respected and valued by proactively managing the risk of child abuse, including informing the school community about the strategies, and allocated roles and responsibilities.
6. To oversight of all aspects of the business operations and financial reporting of the College. It oversees and approves the overall academic matters and quality assurance in the delivery of programs including decisions on facilities and premises to ensure conduct is in accordance with the scope of registration;
7. To provide and coordinate physical and human resources towards the achievement of the college's Mission and Vision Statement and business continuity;
8. To continuously improve and ensure compliance with the College policies, procedures, systems and practices through regular reviews of the effectiveness of College policies, procedures, systems and practices.

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Aims of Executive Management Team

The EMT aims for:

- The development and continuous improvement of quality teaching and learning to maximise learning outcomes for students through analysis of student performance including attendance rates and learning outcomes achieved by the school's students in state wide tests and examinations in which the school participates
- The provision of VCAA curriculum which adheres to the principles of VELs and the VCE Study Designs;
- Exceeding customer expectations in all areas;
- Improvement in staff commitment and satisfaction;
- Provision of support services that meet students' individual needs and continuously improve by acting on feedback received;
- Procedures which actively evaluate and manage risk so that child safety and wellbeing is embedded in school leadership, governance and culture and the school provides a safe environment where risk of harm is minimised and students feel safe;
- Implementation of legislative and regulatory compliance requirements including a review process to ensure an effective policy framework and related continuous improvement initiatives;
- The implementation of a systematic and continuous improvement approach to the management of operations including suitability of facilities and learning resources.
- financially sustainability including have sufficient students, staff and appropriate facilities to be able to provide a range of curriculum programs and learning experiences to support students' academic and social development.

EMT Decision-Making Process

1. Any member of the EMT may bring forward an issue or item for discussion which requires a decision.
2. If the item is circulated prior to the EMT meetings, it will allow more time for consideration.
3. The issue requiring a decision is raised with the EMT on the Meeting Agenda.
4. Steps in the decision-making process will involve discussion from any members of the EMT. If there is insufficient information available for discussion, the item will be deferred to the next EMT meeting.
5. The decision-making process at the EMT meeting is as follows:
 - a) Questions may be raised for clarification;

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- b) Argument Discussions for or against the decision;
 - c) The Chairperson calls for a vote, in favour for or against the decision.
6. Decisions will be either by majority in favour or in the event of a tied vote, the casting vote is to be given by the Chair of the Executive Team – Rong Liu.
7. The decision will be recorded in the minutes of the EMT meeting and an implementation timeline will be determined prior to moving onto the next issue for discussion on the meeting agenda.

Delegations

The work of the Executive Management Team is undertaken with the assistance of the below positions or any other committees that may be established from time to time to exercise delegated responsibilities for specific areas of decision making.

The governing body has approved the following financial and operational delegations:

Academic Director / Principal

Responsible for curriculum, delivery of education services and legal compliance; liaison with external quality and compliance authority/ regulators, authorisation of cheques and payments; contracts, recruiting and appointment of staff. Oversee marketing operations and admissions assessment processes and approving marketing documents.

Responsible for financial management and accounting policies, practices and processes including both internal and external financial reporting; internal control system and risk management; fraud prevention and protection of College assets; and good governance; maintenance and development of the Vision for the college; recruiting and appointment of staff.

High School Coordinator

Responsible for academic curriculum, admissions processes, education quality, staff management, management and reporting of student assessments, results and performance and issuance of awards.

International Student Coordinator

Responsible for the maintenance of student enrolment, attendance and welfare including Confirmation and monitoring of Welfare and Living arrangement, Child Safe and Critical Incidents. Manage and monitor student compliance with Visa requirements as well as administering student support and grievance procedures.

Accounts Manager

Responsible for the governance and maintenance of school finance, budgeting and reporting, monitoring financial viability and sustainability of school.

Conflict of Interest

A conflict of interest is where a person has direct or indirect private interests that could improperly influence, or be seen to influence, their decisions or actions in the performance of their duties. Conflicts may be actual, potential or perceived.

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EMT must, wherever possible, identify and avoid potential and actual conflicts of interest in their work for the College. Where it is not possible practically to avoid the conflict of interest, EMT are required to declare and take all necessary appropriate measures to prevent an actual conflict of interest arising where possible.

Each EMT agenda must include an item titled Declaration of Conflict of Interest. Members must declare any conflicts of interest at the start of each meeting or before discussion of the relevant agenda item or topic. If a member considers that they have, or might reasonably be perceived to have, an interest (direct or indirect) in a matter under consideration at a meeting, the member shall notify the Chair at the earliest opportunity that they may have an interest in such matter. In such cases the member must not participate in any discussion on the matter and shall leave the meeting room while the matter is considered by the EMT. Details of any conflicts of interest should be appropriately minute.

Induction and training

All EMT members are provided with an initial induction and annual training in their role and responsibilities including:

- Minimum standards and other requirements for schools
 - the Education and Training Reform Act 2006
 - the Education and Training Reform Regulations 2017.
 - Ministerial Order No.706: Anaphylaxis Management in Victorian schools and school boarding premises
 - DET Anaphylaxis Guidelines
 - VRQA Guideline school financial capability assessment
 - VRQA Guidelines on Bushfire preparedness
 - Victorian Child Safe Standards, Ministerial Order 1359 Managing the Risk of Child Abuse in Schools And School Boarding Premises.
- ESOS Act and associated requirements
 - Education Services for Overseas Students Act 2000
 - Education Services for Overseas Students Regulations 2019
 - Education Services for Overseas Students (Registration Charges) Act 1997
 - The Education Services for Overseas Students (TPS Levies) Act 2012
 - Education Services for Overseas Students (Calculation of Refund) Specification 2014
 - National Code of Practice for Providers of Education and Training to Overseas Students 2018
 - VRQA Guidelines for enrolling overseas students agreed under 18 years

As part of this induction and training, specifically Executive management team members are trained in their child safe responsibilities and obligations. The guidance and training covers:

- individual and collective obligations and responsibilities for managing the risk of child abuse including:
 - the school's strategy and approach to implementation of the child safe standards
 - guidance on responding effectively to issues of child safety and wellbeing and supporting colleagues who disclose harm
 - guidance on how to build culturally safe environments for children and students
 - guidance on their information sharing and recordkeeping obligations
- child safety and wellbeing risks in the school environment including:

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- guidance on how to identify and mitigate child safety and wellbeing risks in the school environment without compromising a child or student's right to privacy, access to information, social connections and learning opportunities
- guidance on recognising indicators of child harm including harm caused by other children and students
- the College's child safety policies, procedures and practices

Not for profit status

The Executive Management Team have responsibility for ensuring the College is not-for-profit as defined in regulation 7.

- *the school is not established for the purpose of profit or gain;*
- *the proprietor of the school does not conduct the school for the purposes of the proprietor's or any other person's profit or gain;*
- *no part of the profit or gain made in the conduct of the school is or may be distributed to any person or entity;*
- *all money and property received by the school or the proprietor of the school for the conduct of the school are applied solely towards the conduct of the school in accordance with the school's 'not-for-profit' purpose;*
- *the school is not a party to a prohibited agreement or arrangement;*
- *the proprietor of the school is not a party to a prohibited agreement or arrangement;*
- *in the case of a non-government school, on the closure of the school, any surplus assets of the school remaining after payment of the school's liabilities are required by the constitution or rules governing the school to be —*
 - used by the proprietor of the school for providing education services to school-age children or for other not-for-profit purposes; or
 - given to a not-for-profit entity operating within Australia that provides education services to school children or that has similar purposes to the proprietor

The EMT ensures that sufficient controls in place to prevent breaches of the not-for-profit requirements in regulation 7.

The College ensures that it has legally binding written agreements for any loans or arrangements for the delivery of services to the school or to its students. Such agreements may include but are not limited to arrangements for the provision of:

- administrative, management and financial services;
- education services including where the school contracts with another school, an RTO or any other provider (where the school is registered to provide senior secondary courses, please see Additional requirements for senior secondary providers in these Guidelines);
- leases or licences for premises occupied or used by the school; and
- loans or security.

School Registration requirements

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The EMT have responsibility for ensuring the College meets its registration requirements and complies with all legislative requirements.

The Executive Management team will ensure that:

- The College will respond to requests for information from the VRQA in respect to its school or CRICOS registration.
- The College and its staff will proactively work with the VRQA (and its contractors) and demonstrate any matters requested in respect to school reviews and any other requests or investigations.
- The College complies with its registration requirements and any condition imposed on its registration by the VRQA.
- In applying to register the College's course for CRICOS registration, the College will seek approval from the VRQA (designated State authority) and the Commonwealth Department of education (ESOS agency) for the following:
 - the course duration, including holiday breaks;
 - modes of study, including online, distance or work-based training;
 - number of overseas students enrolled at the provider, within the limit or maximum number approved by the ESOS agency for each location; and
 - arrangements with other education providers, including partners, in delivering a course or courses to overseas students.
- In seeking approval of or changes to its CRICOS registration, the College will proactively work with the VRQA (and its contractors) and demonstrate any matters requested, including but not limited to the following:
 - the expected duration of the course does not exceed the time required to complete the course on the basis of full-time study.
 - the expected duration of the course includes any holiday periods or any work-based training
 - any work-based training to be undertaken as part of the course is necessary for the student to gain the qualification and there are appropriate arrangements for the supervision and assessment of students.
 - the course is not to be delivered entirely by online or distance learning unless there is an exception to this requirement provided by the VRQA due to pandemic or other requirements.
 - the College and any partner they engage to deliver a course or courses to overseas students has adequate staff and education resources, including facilities, equipment, learning and library resources and premises as are

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needed to deliver the course to the overseas students enrolled with the College.

- the maximum number of overseas students proposed by the College for the location reflects the appropriateness of the staff, resources and facilities for the delivery of the course.
- The College Infrastructure Policy and Procedure sets out the process for seeking approval from VRQA for any changes to the school's registration.

Note: School registration is not transferrable. If a school wishes to change its legal entity, for example, move from an unincorporated association to a company limited by guarantee, it must make an application for registration.