1 Background

In order to further improve clarity of responsibilities for the running and management of RMIT’s Transnational Education (TNE) activities, extensive work was undertaken throughout 2009 to develop a TNE responsibilities matrix. Following a broad consultation process across the university, the matrix was approved by VCE in January 2010. The roll-out of the matrix across RMIT was undertaken in 2010.

2 Management of offshore programs at RMIT

The approved responsibilities matrix captures key activities for transnational education related to the broad categories of business development, contract preparation and management and quality assurance. The matrix shows those roles within colleges, schools, the International and Development portfolio, other portfolios and service groups with responsibility for the outcome of an activity, for process management and for input.

3 Responsibilities matrix review process

Communication and consultation phase

Following endorsement of the responsibilities matrix by VCE, an awareness-raising series of information sessions, TNE Responsibilities Matrix Roadshows, were held at the city and Bundoora campuses throughout 2010. These sessions allowed stakeholders from across the university to clarify aspects of the matrix and to provide feedback.

Three roadshows were held at various city campus locations on the 10th, 12th and 18th of May and one event on Bundoora campus was held on the 19th July. Sessions were attended by college, school and professional staff with involvement in offshore programs. All levels of academic and professional staff were represented, including senior executive level.

In addition to the roadshows, meetings with several service units also took place throughout 2010 to discuss relevant sections of the matrix. Financial Services, HR, ARG all provided input via these meetings.

Written feedback was received from the College of Business and ARG.

Review and analysis of stakeholder feedback

Feedback from all sources was compiled by the TNE group and analysed to determine what changes to the matrix were needed.
A revised TNE Responsibilities Matrix has now been developed (April 2011).

**Feedback on the next version of the responsibilities matrix**

The revised matrix will be posted on the University’s website for comment by university stakeholders during May 2011. A message on the RMIT Update bulletin will alert stakeholders to the matrix and invite feedback within a specified period.

Once all feedback has been considered and incorporated, it is planned that the revised draft matrix will be presented to the Vice-Chancellor’s Executive Meeting (VCEM) for endorsement.

### 4 Summary of feedback and changes

For the most part, feedback fell into four broad categories:

(i) Requests for additional activities to be incorporated into the matrix

(ii) Requests for additional university units to be added to the matrix

(iii) Proposed changes to responsibilities/levels of responsibilities for certain activities

(iv) Requests to show differences in structural arrangements across colleges in the management of transnational education activities

Feedback was analysed and each suggestion was given individual consideration.

In general terms the approach taken to the broad categories of response is as follows:

(i) Additional activities were added where it was felt that this contributed to the comprehensiveness of the matrix or where an entire level of activity was missing. Where it was considered that the proposed activity was a sub-component of an activity already in the matrix then the activity wasn’t added. The aim is to present activities at the highest level of responsibility for each activity.

(ii) Units of the university were added where inclusion was considered important to accurately show the scope of engagement across the university in managing key TNE activities. Adding a column for Human Resources is such an example. The role of HR in managing aspects of activities related to new requirements for registration of non-local post secondary programs in Singapore has evolved over 2010/2011.

(iii) Proposals for changes to responsibilities/levels of responsibility for certain activities were considered on a case by case basis. Appendix A provides some commentary on changes made.

(iv) As a major contributor to offshore program delivery at RMIT, the College of Business was active in providing feedback into the responsibilities matrix review process. As well as providing individual commentary, there was also a college level response which included communication with the DVC I&D and the preparation of an ‘alternate’ responsibilities matrix. This included duplicated lines for activities, to show TNE and College of Business as distinct in their management of many transnational education activities. It is understood that the intent of this is to reflect the College of Business’ management structure for international activity.

In considering feedback from the College of Business, TNE acknowledges that the complexity of arrangements in operation across colleges means there are some differences in the way that offshore activity is managed. Where possible, differences in responsibilities for offshore management within the College of Business are indicated within cells. See, for example ‘Development of IIP’ (row 8) which shows differences in process management across colleges. However, it should be noted that at the level of key activities displayed in the matrix, incidences of this are not extensive and a consistent approach to the assigning of responsibilities has been taken as much as possible.
All responses to feedback and decisions regarding changes to the responsibilities matrix have been mindful of both the university’s decision to centralise key aspects of transnational education management within the International and Development portfolio and the status of the current matrix as a VCE endorsed document.

5 Ongoing development and review

Diagram 1 shows the process that has taken place to review and revise the responsibilities matrix.

Diagram 1: review & revision process

The VCE-endorsed matrix will be updated on a regular basis. Triggers for updates will typically be changes to internal policy or governance arrangements (such as organisational structure reform). External events such as changes to the regulatory frameworks of our partners may also trigger the need for updates or revision.

Formal review and revision will take place periodically. It is envisaged that the next full review of the responsibilities matrix will be in mid-2013.

6. Appendix A

Appendix A shows feedback received from within the university. Feedback is not ‘verbatim’. For example, where there have been multiple responses about a particular activity, comments may be paraphrased or summarised. Proposed changes to the matrix, made as a result of analysis, are shown in the far right hand column.
### Appendix A: Summary of feedback - TNE Responsibilities Matrix 2010/11

<table>
<thead>
<tr>
<th>College / Service Area</th>
<th>Feedback</th>
<th>Approved responsibilities matrix reference</th>
<th>Response and action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TNE group</strong></td>
<td>Reflect name changes to I&amp;D units and other university groups as follows: Change Marketing to University Marketing; PVC I&amp;D to DVC I&amp;D; GBD to GBE; International Services to IS; Change title from Academic Program Manager to Academic Program Director; Change Delivery Program Manager (Admin) to Delivery Manager (Admin); Add 'Professional accreditation audits' to 'College audits' to show both types of quality assurance audits; Show responsibilities for in-country registration as HoS, Academic Program Director &amp; Delivery Manager (Admin) with input, Partner Manager responsible for process management &amp; DVC I &amp; D responsible for outcome (government approvals); Show PVC Academic as responsible for outcome (annual returns), with Partner Manager responsible for management of process.</td>
<td>Row 105, Row 50, Row 52</td>
<td>Changes made</td>
</tr>
<tr>
<td><strong>DVC I&amp; D</strong></td>
<td>Matrix needs to define roles for the progression of contract amendments</td>
<td>Row 33, Contract preparation and negotiation</td>
<td>Added a row ‘Prepare contract amendments’. Shows Partner Manager having responsibility for managing process, input required by Executive Director International, Academic PVC and HoS. DVC I&amp;D responsible for outcome.</td>
</tr>
<tr>
<td><strong>PVC Business</strong></td>
<td>Make changes to columns as follows: Change ‘Academic PVC/Delegate’ to ‘Academic PVC/Delegate (DPVC I and College Staff)’; Change ‘Head of School’ to ‘Head of School/ Delegate (Could inc. Ass. Heads Int.)’.</td>
<td>Columns B &amp; D</td>
<td>‘Academic PVC/Delegate’ and ‘Head of School/Delegate’ allows for possibility of delegated responsibility.</td>
</tr>
</tbody>
</table>
Duplicate some rows & add (Business) or (GBD) to show College of Business as distinct in its management of TNE (in order to accommodate structural differences between College of Business and other colleges). As an example split Financial Modelling into two rows as follows ‘Financial Modelling (GBD); & Financial Modelling (Business)’

Change levels of responsibility for some areas (Ref email from Prof Gill Palmer (10/5/10) and alternative responsibilities matrix)

More than 40 instances of duplicate lines proposed for partner manager and College of Business

Rows:
- Row 95, Invoicing
- Row 21, Communication of outcome to partner
- Row 26, Prepare Annexure
- Row 30, Negotiation with partner (contract preparation)
- Row 35, Contract responsibilities log: preparing, maintaining, monitoring and follow-up
- Offshore management meetings
- Row 36, Partnership mgmt meetings
- Row 38, Record keeping of contracts
- Row 43, Preparation of University content
- Row 49, Government approvals & annual returns
- Row 54, new section to Government approvals

Where possible, matrix indicates where College of Business process differs from other colleges; for example, See for example ‘Development of IIP’ (row 8) which shows differences in process management across portfolios.

Matrix shows who has responsibilities for outcome and for management of process of key functions, as well as where input maybe required. Other communication and activity may take place between partners and schools/ colleges

Academic Program Director manages process on behalf of D PVC Academic
Partner manager communicates outcome of BD process
Partner Manager responsible for outcome & process, input from schools/ colleges
DVC I&D responsible for negotiations & developing contract; everyone involved
Matrix shows colleges have input

Removed – covered under heading ‘Visits to partner’
Partner managers manage process
Centrally filed on TRIM, partner manager responsible for process
University Marketing in I&D responsible for content

Changed ‘Government approvals’ heading to ‘Government approvals & annual returns’
Added section: subheading ‘Singapore Staff Registration Process. Added 3 rows ‘Collection of...’
<table>
<thead>
<tr>
<th>Row</th>
<th>Revised Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>60</td>
<td>Approval of decision to exit DVC &amp; DVC I&amp;D responsible for outcome; matrix shows all those involved in decision</td>
</tr>
<tr>
<td>69</td>
<td>Development of learning materials &amp; monitoring facilities Split into 2 rows so that there are separate entries for development of learning materials and monitoring facilities. Academic Program Director is responsible with input from HoS as necessary</td>
</tr>
<tr>
<td>71</td>
<td>Materials provided on learning hub Changed 'learning hub' to 'myRMIT'. Changed responsibility to HoS; show Academic Program Director as manager of process</td>
</tr>
<tr>
<td>85</td>
<td>Communication with partner Matrix indicates possible input of PVC Ac</td>
</tr>
<tr>
<td>86</td>
<td>Results processes Matrix reflects current uni practice.</td>
</tr>
<tr>
<td>95</td>
<td>Invoicing Change to read ‘Marking, moderation and validation of assessment’</td>
</tr>
<tr>
<td>114</td>
<td>Professional Development Added a row ‘Induction for partner staff’ with HoS responsible for outcome; Academic Program Director manages the process</td>
</tr>
<tr>
<td>143</td>
<td>Management visits Changed ‘Management visits’ to ‘University management visits’; no change to responsibilities</td>
</tr>
</tbody>
</table>

Add row - moderation & validation of assessment & student progress as these are key areas to be monitored: use wording 'marking, moderation and validation of assessment according to RMIT policy' Add school manager column Invoicing – indicated that according to the contract management policy introduced in 2010, that the contract manager should have responsibilities for invoicing. Suggested that the responsibilities matrix should be updated to reflect this. Current approved business process to be reviewed Updated to show that input is required from Partnership Manager for invoicing. As part of the centralisation of invoicing for offshore activities, the TNE team will continue to work closely with FSG to ensure that a clear role in the process is established for the Partnership Manager Added 'input may be required' for Partner Manager for Financial reporting, as Partner Manager not
Add row under invoicing – reconcile student enrolment with AMS

Row 95, Invoicing

No new line added, as a detailed process is not intended to be included in the responsibilities matrix. Process to be further reviewed during 2011. Matrix updated to indicate that FS is responsible for invoicing, reconciliation & sign offs. Schools responsible for generating enrolment data sent with invoice for confirmation with partner, and partnership manager involved in process.

Add partnership manager as having responsibilities for monitoring & reporting

Rows 133-135, Reporting and strategy

Updated to show that input required from the partner manager for annual partnership reviews and annual reports. Row 35 also indicates that Partnership Manager is responsible for monitoring contract responsibilities. Seek interpretation of role of contract manager as set out in new contract management policy, especially in relation to Partnership Manager’s role in invoicing (see above). Line added to indicate ‘monitoring of payment of invoices and troubleshooting issues’, with input required from partnership manager. ARG manages process and is responsible for outcome; therefore no change to matrix required

Enrolment processes – ARG is duplicated in that they are shown as both doing and being responsible

Row 81, Enrolment processes

ARG manages process and is responsible for outcome; therefore no change to matrix required.

ARG November 2010

Add columns – College Appeals Board

Section 2.6 Academic management

ARG manages process and is responsible for outcome; therefore no change required. Added row titled ‘Student progress and appeals’ (row 77) under Academic management section; shows ARG as responsible for outcome and management of process; HoS and Delivery Program Manager as possibly having input. Changes in 2 above covers actions proposed in feedback

Add section – Student Governance, with 5 rows: Appeals against exclusion for poor academic progress; Appeals against special consideration outcomes; Appeals against assessment outcomes; Discipline (conduct); Student complaints about learning and teaching. Show responsibilities as per Kai’s emails of 25th & 26th November

Section 2.2, Monitoring contract responsibilities

ARG manages process and is responsible for outcome; therefore no change required.

Discussion with HR 2010

Add a column for HR

Added HR column

involved in all financial reporting.
<table>
<thead>
<tr>
<th>actions arising from discussions with HR:</th>
<th>Add lines under Government Approvals section as follows: Staff approvals to teach (Singapore)</th>
<th>Section 2.4, Government approvals and annual returns Rows 55-57</th>
<th>Added separate section under Government Approvals – ‘Singapore Staff Registration Process’ (row 54) Added 3 rows ‘Collection of staff information &amp; documentation for approval’; Information sent to partners’; Maintain approved staff database &amp; monitor approvals’. Show HR as responsible for outcome/management of process, Delivery Program Manager and Partner Manager as having input</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion with Eileen Luk 2010</td>
<td>Proposed actions arising from discussions with Eileen Luk: Add line as follows: Approval for financial model used to develop costings for new agreements</td>
<td>Row 9, Financial modelling</td>
<td>Approval is embedded in sign off</td>
</tr>
</tbody>
</table>