



The College of Law Limited  
ACN 138 459 015

# Academic Board Charter

Adopted December 2016

Revised December 2023

Revised April 2025

Revised May 2025

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## **1. Introduction**

- 1.1. The Academic Board is established under article 8.10(c) of The College of Law Limited's Constitution (Constitution).
- 1.2. In accordance with the Constitution the Academic Board is delegated certain powers by the Board of Governors on matters concerning the academic functions and policies of the College of Law (College) in respect of academic governance, academic quality and curriculum. The Board of Governors may resume any or some of these responsibilities at any time.
- 1.3. This Charter sets out the responsibilities delegated by the Board to the Academic Board and details the manner in which the Academic Board will operate.

## **2. Responsibilities**

- 2.1 Award and accredited program oversight  
The Academic Board is responsible for academic oversight and regulatory compliance in relation to Australian award and accredited programs offered by the College.
- 2.2 Program Accreditation and Award Conferral
  - a) Oversee course accreditation, re-accreditation, changes and discontinuance
  - b) Ensure program development and review activities align with the College's Strategic Plan
  - c) Make recommendations to the Board of Governors for Honorary Fellowships.
- 2.2 Academic Quality
  - a) Oversee and monitor effectiveness of quality assurance processes to uphold standards and practices across teaching and learning, scholarship and research activities in compliance with relevant regulatory requirements, and report on consistency of meeting these standards
  - b) Foster innovation and excellence across academic activities, including by evaluating the effectiveness of proposals for new teaching and learning initiatives
  - c) Monitor the academic activities of the College including:
    - i. receiving and evaluating reports on student complaints and grievances
    - ii. receiving and evaluating reports on student appeals and outcomes from student disciplinary matters
    - iii. receiving and providing feedback on student course evaluations
  - d) Oversee formal and informal reviews of academic activities including benchmarking and academic governance
  - e) Ensure student participation in academic governance
  - f) Foster informed and open discussions on academic issues, particularly those relating to the *Higher Education Standards Framework (Threshold Standards) 2021*
  - g) Monitor reports from Business units relating to academic matters to enhance continuous improvement.
- 2.3 Academic Strategy and Risk
  - a) Provide advice to the Board of Governors and the Executive on matters concerning academic strategic direction
  - b) Review and approve Academic Secretariat, Teaching and Learning, Practical Legal Training, Postgraduate Programs and Scholarship Plans
  - c) Oversee progress against Academic Secretariat, Teaching and Learning, Practical Legal Training, Postgraduate Programs and Scholarship Plans
  - d) Monitor, scrutinise and advise on the College's academic courses and programs including new programs and innovations in teaching and learning

- e) Review and advise on the profiles of College academic staff
  - f) Oversee risk management of the College's academic activities monitored against the Threshold Standards
  - g) Contribute to the achievement of the College's three-year strategic plan as approved by the Board of Governors
  - h) Monitor effectiveness of processes to uphold academic integrity.
- 2.4 Academic Policy and Delegations
- a) Approve Academic Policies
  - b) Oversee development and review of effectiveness of Academic policies, systems and processes
  - c) Review and approve College Program Manuals
  - d) Review and monitor implementation of delegations of academic authority.
- 2.5 Academic Self-Assurance
- The Academic Board must self-assure itself in relation to the following areas:
- a) Student wellbeing and safety
  - b) Course design
  - c) Staffing
  - d) Information for prospective and current students
  - e) Support for scholarship
  - f) Ensuring that scholarship informs teaching and learning practices
  - g) Suitability of facilities and infrastructure
  - h) Diversity and equity
  - i) Learning resources and education support
  - j) Academic leadership
  - k) Oversee planning for continuous improvement.
- 2.6 Reporting to the Board of Governors and Oversight of Sub-Committees
- a) The Chair of the Academic Board shall report at all meetings of the Board of Governors on anything relevant to the delegation of responsibilities given to the Academic Board by the Board of Governors
  - b) The Chair of the Academic Board shall report on significant academic issues concerning the College
  - c) In making any decision or recommendation to the Board of Governors, the Academic Board is guided by the following:
    - i) Principles set out in part 6 of this Charter
    - ii) Academic Frameworks referenced in part 9 of this Charter
    - iii) relevant Board of Governors policies
    - iv) the requirements of regulators

### **3. Authority**

- 3.1 The Board of Governors authorises the Academic Board within the scope of its responsibilities to:
- a) Seek any information and explanations it requires from any employee, and all employees are directed to co-operate with any request made by the Academic Board
  - b) Convene subcommittees
  - c) Ensure the involvement of external parties with relevant experience and expertise
  - d) Review its structure and make any necessary recommendations for change to the Academic Board.
- 2.1 The Board of Governors shall provide the Academic Board with sufficient resources to meet its obligations under this Charter.

### **4. Administration Matters**

#### *Membership*

- 4.1 The Academic Board will be comprised of the following members:
- a) Chief Academic Officer

- b) CEO/Principal
  - c) Up to three external academics in law or education;
  - d) An internal academic (elected by academic peers)
  - e) Director of Academic Quality
  - f) Academic Secretary
  - g) A currently serving or retired judge
  - h) An industry representative
  - i) A current student (appointed by the Academic Board following a call for nominations from currently enrolled students).
- 4.2 Each member will bring to the role the skill and judgment expected of a person in his or her capacity in order to retain within the Academic Board the requisite blend of knowledge and skills to give effect to the business of the Academic Board.
- 4.3 Standing attendees are:
- a) Director of Teaching, Learning and Design Directorate
  - b) COLNZ Chief Academic Officer
  - c) Head of Postgraduate Programs
  - d) A PLT Program Director
  - e) Executive Director of Centre for Legal Innovation
  - f) Director of Academic Regulatory Compliance
- 4.4 The Academic Board may invite such other persons (external experts, executive and academic staff, etc) to attend its meetings as it deems necessary.

#### *Chair and Deputy Chair*

- 4.5 The Chair is appointed by the Board of Governors. At the date of this Charter, the Chair is the Chief Academic Officer.
- 4.6 The Academic Board may appoint a Deputy Chair who, in the absence of the Chair, will preside over meeting(s).
- 4.7 The Deputy Chair must be an external member of the Academic Board.

#### *Term*

- 4.8 The appointment of external academics is to be reviewed in 2027 and every three years thereafter. The appointment term is for three years or as otherwise determined by the Board of Governors.
- 4.9 The appointment of an industry representative is to be reviewed in 2025 and every three years thereafter. The appointment term is for three years or as otherwise determined by the Board of Governors.
- 4.10 The appointment of a currently serving or retired judge is to be reviewed in 2026 and every three years thereafter. The appointment term is for three years or as otherwise determined by the Board of Governors.
- 4.11 The internal academic is elected for a period of two years and may be re-elected.
- 4.12 The current student is appointed for a term of two years and will remain a member for that term even if they complete their studies during the term.

#### *Quorum*

- 4.13 A quorum is a majority of members, including the Chair, at any meeting.
- 4.14 A simple majority of those present is required for the passing of any resolution.

#### *Conflicts of Interest*

- 4.15 Members are required to declare any interest that could constitute a real, potential or apparent conflict of interest with respect to participation on the Academic Board. The declaration must be made in relation to specific agenda items at the outset of each Academic Board meeting.

#### *Meetings*

- 4.16 The Academic Board will meet as often as the members deem necessary in order to undertake and fulfil their role effectively. The Academic Board will meet at least quarterly, and the schedule of meetings will be agreed in advance.
- 4.17 It is expected that regular reports will be received on matters to be defined by the Academic Board but will normally include:
- a) Academic risk reports/reviews
  - b) Academic quality reports/reviews
  - c) Compliance reports and certifications
  - d) External audit updates and reports
  - e) Academic subcommittee reports
  - f) Course development and review.

#### *Minutes*

- 4.18 The proceedings of all meetings will be minuted with draft minutes provided to the Chair for review within 7 days of the meeting and circulated to Academic Board members and standing attendees within 14 days of each meeting for their review.

#### *Circular resolutions*

- 4.19 Out-of-session decisions may be required for matters outside of regular meetings. In such circumstances, the Chief Academic Officer or delegate may request members to vote on matters via circular resolution.
- 4.20 For a circular resolution to be carried, all Academic Board members must approve the circular resolution.

#### *Dispute resolution*

- 4.21 In the event that the Board of Governors disputes a decision of the Academic Board or rejects a recommendation of the Academic Board, the following procedure shall be followed:
- a) The Board of Governors shall request the Chair of Academic Board to provide a report on the matter to ensure that Governors have all relevant information and are fully briefed on the reasons for the Academic Board decision or recommendation.
  - b) If, after considering the report, the Board of Governors continues to dispute the decision or recommendation of Academic Board then the Chair of the Board of Governors and the Chair of the Academic Board shall each appoint representatives from their respective boards who will meet to discuss the dispute and attempt to resolve it, and will report to the Board of Governors and to the Academic Board on the results of their discussion.
  - c) If, after considering this further report, the Board of Governors continues to dispute the decision or recommendation of the Academic Board then the view of the Board of Governors shall prevail and the Board of Governors may substitute its own decision for any decision of Academic Board.

#### *Records management*

- 4.22 The Academic Board and its subcommittees' agendas, meeting papers and minutes (including out-of-session resolutions) will be stored permanently in secure online folders accessible by the Academic Secretariat.

#### *Reporting*

- 4.23 Minutes of Academic Board meetings will be the primary means of reporting to the Board of Governors as to how the Academic Board has discharged its duties as detailed in this Charter. The Academic Secretary on behalf of the Academic Board will ensure that a signed copy of approved minutes of Academic Board meetings are provided to the Company Secretary.
- 4.24 The Chair of the Academic Board will present a report to the Board of Governors about matters considered at meetings of the Academic Board held since the previous meeting of the Board of Governors.
- 4.25 Should the Academic Board be delegated authority to undertake any tasks in addition to those detailed in clause 2, the Chair of the Academic Board will provide an oral or written report at the next Board of Governors meeting or prior to the next Board of Governors meeting if the matter is considered urgent.

#### *This Charter*

- 4.26 The Academic Board will review this Charter at least biennially to ensure it remains appropriate to the full scope of necessary oversight and make recommendations to the Board for any amendments.

#### *Performance reviews*

- 4.27 The Academic Board will review its performance at least biennially.
- 4.28 The Academic Board will appoint a third party to conduct an external review of its performance at least every 5 years.

#### *Academic Subcommittees*

- 4.29 The work of the Academic Board will be informed by the following academic subcommittees:
- a) Group Course Committee
  - b) Assessment Review Committee
  - c) Research and Scholarship Committee
  - d) Curriculum Advisory Committees
  - e) Work Experience Committee
  - f) Appeals Committee
  - g) such other subcommittees as the Academic Board may establish from time to time.
- 4.30 The purpose, terms of reference and membership criteria for all academic subcommittees is set out in part 7 of this Charter.
- 4.31 All academic subcommittees report to the Academic Board.

#### *Academic Panels*

- 4.32 The work of the Academic Board will be informed by the following academic panels:
- a) External Appeals Panel
  - b) Course Approval Panel
  - c) Course Review Panel
- 4.33 The purpose, terms of reference and membership criteria for all academic panels is set out in part 8 of this Charter.
- 4.34 All academic panels report to the Academic Board.

#### *Confidentiality*

- 4.35 Board members must keep confidential all information pertaining to matters dealt with by the Board. This includes board meeting minutes, agendas, reports to the Board and associated documents, and information contained in those documents.
- 4.36 The obligation to maintain confidentiality continues to apply even after a person has left the Board.
- 4.37 Maintaining confidentiality as a general rule will also help ensure observance by Board members of the following legal duty under section 183 of the *Corporations Act 2001*:

*A person who obtains information because they are, or have been, a director or other officer or employee of a corporation must not improperly use the information to:*

- (a) gain an advantage for themselves or someone else; or*
- (b) cause detriment to the organisation.*

- 4.38 Any person who is not a member of the Board but is present at a Board meeting (or part of a meeting) must maintain in confidence all information obtained as a result of their participation in the meeting.

## **5. Related Documents**

- 5.1 Corporate Governance Charter

## **6. Principles**

- 6.1 Principles in Research and Scholarship

### *Academic Freedom*

- 6.1.1 The College will promote academic freedom and endorses the right of all employees, subject to the general law, to research and publish as they see fit, with the exception that no employee may purport to speak on behalf of the College without due authorisation.

### *Legal Professional Practice*

- 6.1.2 The College will promote research and scholarship that study:

- a) The structures, processes, dynamics, demographics and sociology of the legal profession
- b) Legislative and other structures by which the legal profession is regulated and governed as well as the development of social and legislative policy with respect to the legal services marketplace
- c) Best practice trends in the design and delivery of legal services as well as developing fields of legal practice and their impact on legal service consumers and communities
- d) The scholarship of teaching and learning.

- 6.1.3 Wherever appropriate we also convert this research and scholarship into materials for teaching and learning in both award and non-award programs.

### *Legal Education Best Practice*

- 6.1.4 The College will promote research and scholarship that study:

- a) How education standards for legal professionals are authoritatively defined – including definitions of practice standards in specialist areas, law firm management standards and standards in education technology
- b) The theory and practice of ongoing professional education as it applies to the legal profession, how lawyers and other professionals learn, how other institutions achieve their teaching and learning objectives, how to translate legal learning into practice competencies – and how to match learning strategies and technologies to objectives



- c) Regulation and governance of higher education systems, the law school sector and this impact on the education of legal practitioners and the quality of legal service outcomes.

#### *Professional Legal Ethics*

- 6.1.5 The College will promote research and scholarship that study:
- a) Ethical frameworks for professional competency standards and the legal learning necessary to achieve them
  - b) Trends in debate among the public and profession about lawyer ethics
  - c) Comparative ethical frameworks
  - d) Corporate social responsibility as a core dynamic of the legal profession.

#### *Substantive Law*

- 6.1.6 The College will promote research and scholarship that study areas of substantive law that inform College curricula and programs.

### 6.2 Principles in Teaching and Learning

#### *Legal Professional Practice*

- 6.2.1 The College will provide programs that:
- 1. Make explicit the core values of the legal profession
  - 2. Are relevant to professional practice in different contexts
  - 3. Reflect current law and legal practice
  - 4. Promote best legal practice
  - 5. Integrate work-based and academic learning
  - 6. Enable College graduates to participate actively and responsibly in a diverse and changing profession.

#### *Legal Education Best Practice*

- 6.2.2 The College will provide programs that:
- a) Are student focused
  - b) Are informed by analysis of student learning outcomes and other data
  - c) Are informed by relevant research and scholarship
  - d) Use active learning strategies to engage students
  - e) Incorporate flexible learning technologies
  - f) Provide professional mentoring and support to students
  - g) Deliver practical and professionally relevant content
  - h) Are well organised and structured
  - i) Use assessment practices that support and enhance student learning
  - j) Are benchmarked wherever relevant with appropriate institutions engaged in similar academic fields or activities
  - k) Are facilitated by appropriately experienced and qualified lecturers with ongoing access to professional development.

#### *Professional Legal Ethics*

- 6.2.3 The College will provide programs that:
- a) Give effect to the importance of academic integrity
  - b) Provide leadership and scholarship in professional ethics
  - c) Actively promote the principles of ethical behaviour in practice
  - d) Reflect current issues and research in professional legal ethics
  - e) Incorporate professional ethics directly or indirectly
  - f) Are delivered by staff who are professional role models
  - g) Encourage College graduates to be active and responsible legal professionals who contribute to the service of the community and the administration of justice.

### 6.3 Principles of Engagement with the Profession and Community

#### *Legal Professional Practice*

6.3.1 The College will make contributions that:

- a) Develop strong relationships with and between professional legal associations, groups, boards, committees and working parties
- b) Promote discussion and debate in the profession and the community about the legal profession and its role, and respond actively to government discussion papers and public media on these matters as they arise
- c) Support government initiatives in legal institutional strengthening in activities among legal professions in our region.

#### *Legal Education Best Practice*

6.3.2 The College will make contributions that:

- a) Develop strong relationships with law schools, law teachers, law student associations and other professional schools and organisations within the higher education sector with relevance for the College's work
- b) Promote discussion and debate in the higher education system and the community about developing best practice in legal education, and respond actively to government discussion papers and public media on these matters as they arise
- c) Ensure that the legal profession is actively involved in the creation and maintenance of curricula.

#### *Professional Legal Ethics*

6.3.3 The College will make contributions that promote corporate social responsibility in the profession and the community.

### **7. Academic Subcommittee Terms of Reference**

7.1 The terms of reference of the academic subcommittees of the Academic Board are set out in Appendix A.

### **8. Academic Panel Terms of Reference**

8.1 The terms of reference of the academic panels of the Academic Board are set out in Appendix B.

### **9. Academic Frameworks**

- 9.1 Quality Assurance Framework
- 9.2 Standards, Quality and Risk Framework
- 9.3 Research and Scholarship Schema

## Appendix A

### Academic Subcommittee Terms of Reference

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#### Group Course Committee

##### *Purpose*

1. The Group Course Committee (GCC) is a forum for the coordination of courses, course quality and delivery and attendant policies.

##### *Terms of Reference*

2. The GCC operates with and through its Chair, the Chief Academic Officer. Under the Chair's leadership, the GCC has the following roles and functions:
  - a) Consider and provide feedback on major changes to existing courses;
  - b) Review the day-to-day operation of College Programs;
  - c) Monitor moderation of student assessment results;
  - d) Analyse data and make recommendations for the continuous improvement of the content and delivery of all courses;
  - e) Review the implementation and operation of academic policy;
  - f) Consider recommendations of Curriculum Advisory Committees;
  - g) Make recommendations to the Academic Board and the Executive Committee where appropriate; and
  - h) Review student feedback surveys.
3. The GCC meets bi-monthly and reports to the Academic Board via the Academic Secretary.
4. Should the GCC be delegated authority to undertake any tasks in addition to those detailed in clause 1.2, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.
5. The GCC should review its terms of reference at least biennially to provide assurance that it remains consistent with the Academic Board's objectives and responsibilities.

##### *Membership*

6. The GCC is constituted by the following members:
  - a) Chief Academic Officer or delegate (Chair)
  - b) Academic Secretary (Secretary);
  - c) Chief Academic Officer;
  - d) Chief Academic Officer, The College of Law New Zealand;
  - e) Programme Director, The College of Law New Zealand;
  - f) Director, International Relations and Development;
  - g) Director, Academic Regulatory Compliance;
  - h) Director, Teaching, Learning and Design Directorate;
  - i) Assistant Director, Teaching, Learning and Design Directorate;
  - j) Director, Customer Engagement and Student Administration;
  - k) Manager, Program Operations and Delivery;
  - l) Director, Academic Quality;
  - m) Head of Postgraduate Programs;
  - n) Business Development, Large Firms;
  - o) Marketing Director;
  - p) Technology and Information Services Director;
  - q) Executive Director, Centre for Legal Innovation;
  - r) Executive Director, The College of Law ACT;
  - s) Executive Director, PLT Program (New South Wales);
  - t) Executive Director, The College of Law Queensland;
  - u) Executive Director, The College of Law South Australia;
  - v) Executive Director, The College of Law Victoria; and

- w) Executive Director, The College of Law Western Australia.
- 7. The GCC may invite such other persons (course lecturers, external experts, executive staff, etc) to attend its meetings as it deems necessary.

#### *Quorum*

- 8. A quorum is a majority of members, including the Chair, at any meeting.
- 9. A simple majority of those present is required for the passing of any resolution.

#### *Minutes*

- 10. Minutes of each meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to GCC members within 14 days of the meeting.
- 11. Minutes of GCC meetings will be the primary means of reporting to the Academic Board on how the GCC has discharged its duties as detailed in these terms of reference.

#### *Circular resolutions*

- 12. Out-of-session decisions may be required for matters outside of regular meetings. In such circumstances, the Chief Academic Officer or delegate may request members to deliberate on matters via circular resolution.
- 13. For a circular resolution to be carried, all Committee members entitled to vote must approve the circular resolution.

## Research and Scholarship Committee

### *Purpose*

1. The Research and Scholarship Committee (RSC) advises on and guides research and scholarship activities at the College, in concert with the Centre for Legal Innovation, with the aims of developing knowledge in support of the College's *Principles in Research and Scholarship* and ensuring that the outputs of research and scholarship, where appropriate, are utilised in the development of curriculum and delivery.

### *Terms of Reference*

2. The role of the RSC is to:
  - Coordinate research and scholarship activities and planned outputs between the Centre for Legal Innovation and the Academic Secretariat, including the Teaching and Learning and Design Directorate;
  - Contribute to the development of the annual Scholarship Plan;
  - Ensure that scholarship activity is aligned to the Scholarship Strategy and annual Scholarship Plan;
  - Develop and drive strategies that foster a culture of scholarship;
  - Review scholarly outputs of academics for sharing amongst the College community for professional development purposes and to inform course content, design and teaching;
  - Receive reports from the Teaching Learning and Design Directorate as to how research and scholarship outputs are being integrated into College programs;
  - Benchmark research and scholarship with other institutions, where appropriate, to inform College scholarship; and
  - Review research and scholarship policies and procedures including ethics approval.
3. Should the RSC be delegated authority to undertake any tasks in addition to those detailed in clause 2, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

### *Membership*

4. The RSC includes:
  - Chief Academic Officer or delegate (Chair)
  - Academic Secretary (Secretary)
  - An external law academic appointed by the Academic Board;
  - Director, Teaching, Learning and Design Directorate;
  - Director, Centre for Legal Innovation;
  - National Librarian;
  - Director, Academic Quality;
  - A staff representative from each of New South Wales, Victoria, Queensland, Western Australia and New Zealand appointed by Academic Board for a two year term.

### *Quorum*

5. A quorum is a majority of members, including the Chair, at any meeting.
6. A simple majority of those present is required for the passing of any resolution.

### *Meetings*

7. The RSC meets monthly and provides reports quarterly to the Academic Board (or more frequently as required).
8. The RSC should review its terms of reference at least biennially to provide assurance that it remains consistent with the Academic Board's objectives and responsibilities.

### *Minutes*

9. Minutes will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to RSC members within 14 days of the meeting.
10. Minutes of RSC meetings will be the primary means of reporting to the Academic Board on how the RSC has discharged its duties as detailed in these terms of reference.

*Circular resolutions*

11. Out-of-session decisions may be required for matters outside of regular meetings. In such circumstances, the Chief Academic Officer or delegate may request members to deliberate on matters via circular resolution.
12. For a circular resolution to be carried, all Committee members entitled to vote must approve the circular resolution.

## Assessment Review Committee

### *Purpose*

1. The Assessment Review Committee (ARC):
  - a) Endorses lists of Masters and nested award, and New Zealand Graduate Diploma of Legal Practice graduands for completion/graduation, following advice from the Program Director that all graduands in the relevant period have met all course requirements and are eligible to complete and graduate;
  - b) The ARC oversees policy and procedure for the endorsement of lists of Australian Graduate Diploma of Legal Practice graduands for completion/graduation by the Program Director to ensure that all graduands in the relevant period have met all course requirements and are eligible to complete and graduate;
  - c) Considers the case of any student who has twice failed an assessment and makes determinations as to what remedial action may be required before the student is eligible to transfer or re-sit;
  - d) Considers the case of any student who may have technically abandoned the course and determines what conditions will be set upon re-enrolment, including whether the full tuition fees will need to be paid again;
  - e) Determines applications for recognition of prior learning on appeal from a decision of a Program Director; and
  - f) Hears appeals against the decisions of Program Directors not dealt with by other subcommittees in cases involving complaints or disputes.

### *Terms of Reference*

2. In considering the case of any student who has failed an assessment twice and determining what remedial action may be required before the student is eligible to transfer re-sit, the ARC will have regard to:
  - a) The circumstances of the failure;
  - b) The personal circumstances of the student;
  - c) The apparent willingness of the student to complete the course;
  - d) The student's performance in other subjects;
  - e) The views of the student's lecturer; and
  - f) The manner in which similar applications have been determined.
3. In considering the case of any student who may have technically abandoned the course and determining what conditions will be set upon re-enrolment, the ARC will have regard to:
  - a) The personal circumstances of the student;
  - b) The apparent willingness of the student to complete the course;
  - c) The student's performance prior to abandonment;
  - d) The amount of time passed between abandonment and re-application;
  - e) The views of the student's lecturer;
  - f) What the student has been doing in the interim;
  - g) Any changes to law or practice which might impact on credit for subjects completed;
  - h) The manner in which similar applications have been determined.
4. The normal rule is that a student resuming after abandonment or exclusion will have to pay the tuition fee for any outstanding subjects. The ARC may waive all fees, including the transfer fee, if it regards the personal circumstances of a student to be extraordinarily compelling and deserving, and can be distinguished from cases where the fees were charged.
5. In considering an appeal against the decision of Program Director in relation to recognition of prior learning, the ARC will have regard to:
  - a) Whether the subject is prescribed under any professional accredited course standards;
  - b) The state or territory where the subject was completed;
  - c) The time elapsed between the completion of the subject and the application; and
  - d) Any other relevant matter.

The ARC may:

- a) Accept or reject a student's application; or

- b) Accept the student's application on such conditions, including any relating to the fees payable for the Program, as it considers appropriate.
- 6. In considering an appeal against the decision of a Program Director not dealt with by other subcommittees in a complaint or dispute, the ARC will have regard to:
  - a) The policies, guidelines and Assessment Rules;
  - b) The relevant exam script or recording, marking sheet, markers' guide or other assessment materials;
  - c) The version of events presented orally or in writing by the student; and
  - d) The response to the student's version of events as presented orally or in writing by the relevant lecturer or Program Director.
- 7. In accordance with policy, guidelines and Assessment Rules, the ARC will try to resolve the complaint or dispute acting in the role of mediator, observing the principles of natural justice, and will always try to resolve the complaint or dispute as soon as practicable while ensuring the interests of all parties are respected.
- 8. Should the ARC be delegated authority to undertake any tasks in addition to those detailed in clause 1, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

#### *Membership*

- 9. The ARC is constituted by the following members:
  - a) An Executive Director of a PLT Program nominated by the Chief Academic Officer (Chair);
  - b) Director of Academic Quality; and
  - c) Up to five academic staff representatives appointed by Academic Board for a two year term.
- 10. The Academic Secretary is a standing attendee and will act as Secretary to the ARC.
- 11. The ARC may invite such other persons (course lecturers, external experts, executive staff, etc) to attend its meetings or to provide advice or information as it deems necessary.

#### *Quorum*

- 12. A majority of members, including the Chair, is required for a quorum.
- 13. A simple majority of those present is required for the passing of any resolution.
- 14. In the event of a tied vote, the Chair may exercise a second or casting vote.

#### *Meetings*

- 15. The ARC will meet at least monthly.
- 16. The ARC should review its terms of reference and the Assessment Rules at least biennially to provide assurance that they remain consistent with the Academic Board's objectives and responsibilities.

#### *Written decisions*

- 17. A written decision following consideration of an application will be provided by the Secretary to the Chair for review within 2 days of the meeting and circulated to ARC members within 4 days of the meeting. The Secretary will advise the student of the outcome in writing within 7 days of the consideration of the application.

#### *Minutes*

- 18. When the ARC meets other than to consider the case of a student, minutes of each of those meetings will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to ARC members within 14 days of the meeting.



19. Minutes of ARC meetings will be the primary means of reporting to the Academic Board on how the ARC has discharged its duties as detailed in these terms of reference.

#### *Circular resolutions*

20. Out-of-session decisions may be required for matters outside of regular meetings. In such circumstances, the Chair may request members to deliberate on matters via circular resolution.
21. For a circular resolution to be carried, all Committee members entitled to vote must approve the circular resolution.

#### *Confidentiality*

22. ARC members must keep confidential all information pertaining to matters dealt with by the ARC. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left the ARC.

#### *Retention of records*

23. Meeting notes and other relevant documents will be retained in accordance with any regulatory requirements.

## Curriculum Advisory Committees

### *Purpose*

1. Curriculum Advisory Committees (CACs) are panels of internal and external industry representatives who advise the College on the curriculum of specific programs to ensure they remain relevant and up to date.
2. CACs in New Zealand, New South Wales, Australian Capital Territory, Northern Territory, South Australia, Queensland, Victoria and Western Australia will be established to advise course leaders on the impact of local conditions on the PLT Program curriculum and work experience options.
3. The CAC for Postgraduate Programs performs the same function as PLT Program CACs.

### *Terms of Reference*

4. CACs meet at least annually.
5. The role of a CACs is to review the curriculum at a high level in order to provide industry insights into local conditions, expectations of graduate capabilities and the realities of legal practice.
6. Should CACs be delegated authority to undertake any tasks in addition to those detailed in clause 5, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

### *Membership*

7. CACs are constituted by:
  - a) The relevant Program Director (Chair);
  - b) A lecturer who teaches in the relevant course (Secretary);
  - c) An early career lawyer;
  - d) A cooperative firm representative; and
  - e) A senior lawyer.
8. CACs may invite such other persons (professional accreditation body representatives, practising lawyers, external experts, executive staff, etc) to attend its meetings or to provide advice or information as it deems necessary.

### *Term*

9. Non-ex officio members are appointed for a term of 2 years by the Program Director.

### *Quorum*

10. The attendance of at least two external members and the Chair is required for a quorum.

### *Minutes*

11. Minutes of each meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to CAC members within 14 days of the meeting.
12. Minutes of CAC meetings will be the primary means of reporting to the Academic Board on how the CAC has discharged its duties as detailed in these terms of reference.

### *Circular resolutions*

13. Out-of-session decisions may be required for matters outside of regular meetings. In such circumstances, the Chief Academic Officer or delegate may request members to deliberate on matters via circular resolution.

14. For a circular resolution to be carried, all Committee members entitled to vote must approve the circular resolution.

#### *Reporting*

15. After each meeting of a CAC the Program Director will provide a report of that meeting to the Group Course Committee (GCC) including any recommendations or suggestions made by the CAC.

#### *Confidentiality*

16. CAC members must keep confidential all information pertaining to matters dealt with by the CAC. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left the CAC.

## Work Experience Committee

### *Purpose*

1. The Work Experience Committee (WEC) ensures compliance with the Work Experience Rules that apply in the PLT Program.

### *Terms of Reference*

2. The WEC considers Work Experience Approval Applications and Declarations in accordance with the Work Experience Rules.
3. The WEC provides advice and makes recommendations in relation any other matter relating to the PLT Program's Work Experience Component.
4. Should the WEC be delegated authority to undertake any tasks in addition to those detailed in clauses 3 and 4, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

### *Membership*

5. The WEC is constituted by:
  - a) A senior member of academic staff appointed by the Chief Academic Officer (Chair);
  - b) Senior Academic Officer; and
  - c) The relevant PLT Program Director.
6. The Program Operations and Delivery Specialist is a standing attendee and will act as Secretary to the WEC.
7. The WEC may invite such other persons (course lecturers, external experts, executive staff, etc) to attend its meetings or to provide advice or information as it deems necessary.

### *Term*

8. Non-ex officio members are appointed for a term of 2 years.

### *Quorum*

9. Three WEC members are required for a quorum. A simple majority of those present is required for the passing of any resolution.

### *Meetings*

10. The WEC will meet as often as the Chair deems necessary in order to undertake and fulfil its role effectively. The WEC will meet at least monthly.
11. The WEC should review its terms of reference and the Work Experience Rules at least biennially to provide assurance that it remains consistent with the Academic Board's objectives and responsibilities.

### *Written decisions*

12. A written decision following consideration of an application will be provided by the Secretary to the Chair for review within 2 days of the meeting and circulated to WEC members within 4 days of the meeting. The Secretary will advise the student of the outcome in writing within 7 days of the consideration of the appeal.

### *Minutes*

13. When the WEC meets, minutes of each of those meetings will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to WEC members within 14 days of the meeting.
14. Minutes of WEC meetings will be the primary means of reporting to the Academic Board on how the WEC has discharged its duties as detailed in these terms of reference.

#### *Circular resolutions*

15. Out-of-session decisions may be required for matters outside of regular meetings. In such circumstances, the Chair may request members to deliberate on matters via circular resolution.
16. For a circular resolution to be carried, all WEC members entitled to vote must approve the circular resolution.

#### *Confidentiality*

17. WEC members must keep confidential all information pertaining to matters dealt with by the WEC. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left the WEC.

## Appeals Committee

### *Purpose*

1. Pursuant to the Assessment Rules, a student may appeal (on procedural grounds only) to the Appeals Committee (AC) from any decision of the:
  - a) Assessment Review Committee (ARC);
  - b) Senior Academic Officer (SAO) or their delegate in respect of an adverse finding regarding academic conduct; or
  - c) Work Experience Committee (WEC).

### *Terms of Reference*

2. In determining an appeal from the ARC or an adverse finding regarding academic conduct by the SAO:
  - a) The AC will have regard to:
    - i) Whether the appeal is correctly characterised and framed, pursuant to the Assessment Rules, as being brought on the grounds of procedural unfairness, irregularity or error; and
    - ii) Whether the appeal is brought within time pursuant to the Assessment Rules.
  - b) If any of these threshold considerations in clause 2(a) are not met, the appeal should be refused, and the student informed in writing by the Academic Secretary without the matter being determined by the AC.
  - c) If the threshold considerations in clause 2(a) are met, the appeal should be allowed. The student should be informed in writing by the Academic Secretary in accordance with the Assessment Rules.
  - d) An appeal will not be successful merely because grounds of procedural unfairness, irregularity or error are established.
  - e) If an appeal is successful, the original application will be remitted back to the ARC or SAO for determination again on the merits.
3. In determining an appeal from the WEC:
  - a) The AC will have regard to guidelines under Rule 12 of the Work Experience Rules. In considering any appeal, the AC ought to determine:
    - i) Whether the appeal is correctly characterised and framed, pursuant to Rule 12.3, as being brought on the grounds of procedural unfairness, irregularity or improper exercise of the WEC's power under Rule 11.1; and
    - ii) whether the appeal convincingly establishes grounds indicative of procedural unfairness, irregularity or improper exercise of the WEC's discretion under Rules 9.4, 10.1 and 10.2.
  - b) If any of these threshold considerations in clause 3(a) are not met, the appeal should be refused, and the student informed in writing by the Academic Secretary.
  - c) If the threshold considerations in clause 3(a) are met, the appeal should be allowed, and the student informed in writing by the Academic Secretary.
  - d) An appeal will not be successful merely because grounds of procedural unfairness, irregularity or error are established.
  - e) If an appeal is successful, the original application will be remitted back to the WEC for determination again on the merits.
4. Should the AC be delegated authority to undertake any tasks in addition to those detailed in clauses 2.1 to 2.2, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

### *Written decisions*

5. A written decision following consideration of appeals will be provided to the student within 7 days.
6. The case of any student referred to the AC (and relevant documents) is to be recorded in the Appeals Committee Decision Register.

### *Minutes*

7. When the AC meets, minutes of each of those meetings will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to AC members within 14 days of the meeting.

#### *Membership*

8. The AC is constituted by:
  - a) The CEO/Principal or nominee (Chair);
  - b) A legal practitioner of at least 5 years post qualification experience appointed by the Academic Board; and
  - c) A senior member of academic staff appointed by the Academic Board.
9. The Academic Secretary is a standing attendee and will act as Secretary to the AC.

#### *Term*

10. Non-ex officio members are appointed for a term of 2 years.

#### *Quorum*

11. All AC members are required for a quorum.
12. A simple majority of those present is required for the passing of any resolution.

#### *Meetings*

13. The AC will meet whenever a relevant appeal is made by a student.
14. The AC should review its terms of reference at least biennially to provide assurance that they remain consistent with the Academic Board's objectives and responsibilities.

#### *Written decisions*

15. A draft written decision following consideration of an appeal will be provided by the Secretary to the Chair for review within 2 days of the meeting and circulated to AC members within 4 days of the meeting. The Academic Secretary will advise the student of the outcome in writing within 7 days of the consideration of the appeal.

#### *Minutes*

16. When the AC minutes of each meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to AC members within 14 days of the meeting.
17. Minutes of AC meetings will be the primary means of reporting to the Academic Board on how the AC has discharged its duties as detailed in these terms of reference.

#### *Reporting*

18. The case of any appeal referred to the AC (and relevant documents) are to be recorded in the Appeals Committee Decision Register.

#### *Confidentiality*

19. AC members must keep confidential all information pertaining to matters dealt with by the AC. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left the AC.

## Appendix B

### Academic Panel Terms of Reference

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#### External Appeals Panel

##### *Purpose*

- a) Pursuant to the Assessment Rules, a student may appeal (on procedural grounds only) to the External Appeals Panel (EAP) from any decision of the Appeals Committee (AC).

##### *Terms of Reference*

- b) The EAP has the same terms of reference as the AC and proceeds in accordance with the Assessment Rules.
- c) Should the EAP be delegated authority to undertake any tasks in addition to those detailed in clause 2, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

##### *Membership*

- d) The EAP consists of up to 3 senior external academics and/or three senior members of the legal profession appointed by the Academic Board.
- e) The current members of the EAP are:
  - a) Professor Gino Dal Pont (University of Tasmania);
  - b) The Hon Keith Mason AC QC; and
  - c) The Hon Peter Rose AM QC.
- f) In the event of an appeal to the EAP, the Chair of the Academic Board will nominate 1 or 2 members of the EAP to hear the appeal.
- g) The Academic Secretary is a standing attendee and will act as secretary to the EAP.

##### *Term*

- h) Members are appointed for a term of 4 years by the Academic Board.

##### *Quorum*

- i) If 2 members are nominated to hear an appeal then both members are required for a quorum. All decisions must be unanimous. If a decision is not unanimous, the appeal will be unsuccessful.

##### *Meetings*

- j) The EAP will meet whenever a relevant appeal is made by a student.

##### *Written decisions*

- k) A draft written decision following consideration of an appeal will be provided by the Secretary to the relevant EAP member(s) for review within 2 days of the meeting. The Academic Secretary will advise the student of the outcome in writing within 7 days of the consideration of the appeal.

##### *Minutes*

- l) Minutes of each EAP meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to EAP members within 14 days of the meeting.



- m) Minutes of EAP meetings will be the primary means of reporting to the Academic Board on how the EAP has discharged its duties as detailed in these terms of reference.

#### *Reporting*

- n) EAP minutes are to be included in the papers for the next Academic Board meeting after each consideration of an appeal, assuming such Academic Board meeting takes place at least 14 days after the Committee meeting. If the Academic Board meeting is within 14 days of the Committee meeting, then the Chair may verbally report to the Board.
- o) All matters referred to the EAP (and relevant documents) are to be recorded in the External Appeals Panel Decision Register.

#### *Confidentiality*

- p) EAP members must keep confidential all information pertaining to matters dealt with by the EAP. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left the EAP.

## Course Approval Panel

### *Purpose*

1. A Course Approval Panel (CAP) is convened for the purpose of approving new courses in exercise of the College's Self Accrediting Authority.

### *Terms of reference*

2. A CAP formally considers:
  - a) The new course proposal, ensuring that they comply with accreditation rules (TEQSA Threshold Standards); and
  - b) Major changes to existing courses as specified in the Content Changes Policy such as changes leading to accreditation as a new course in accordance with the TEQSA Guidance Note, "Changes in a course of study that may lead to accreditation as a new course".
3. A CAP will seek to ensure:
  - a) A high standard of teaching and learning in all programs by reference to outcome and evaluation data;
  - b) Outcome and evaluation data is used to inform developments and improvements in curriculum and delivery;
  - c) Course proponents will be given targets to be noted in the next iteration of the Teaching and Learning Plan; and
  - d) That the requirements and recommendations of external accreditation agencies (eg, TEQSA, admitting authorities and the Department of Education) are reflected in all College programs.
4. New course or major change proposals must consider resourcing needs and be signed off by the relevant budget owners and the Executive Committee before any substantive work is done.
5. To consider a new course or major change proposal, the course proponents must submit their proposal in the Course Approval Proposal report template which is aligned to the Course Accreditation (HESF 2021) existing provider form published by TEQSA.
6. A CAP will have reference to:
  - a) The TEQSA Threshold Standards and Risk Framework;
  - b) The Australian Qualifications Framework;
  - c) The Academic Board Charter including the Principles in Research and Scholarship, the Principles in Teaching and Learning and the Principles of Engagement with the Profession and Community;
  - d) Relevant internal policies; and
  - e) Other Acts, Guidelines and Guidance Notes as may be relevant.

### *Delegated authority*

7. A CAP does not have any final authority with respect to internal accreditation but provides a report with recommendations to the Academic Board. The Academic Board endorses (or not) that report (including any conditions, requisitions and suggestions) prior to the Board of Governors' final approval.
8. A CAP may make recommendations on any course related matter (including for course improvement) and may require, in appropriate cases, a response in writing from the relevant Program Director within such period as is reasonable.
9. Should the CAP be delegated authority to undertake any tasks in addition to those detailed in clauses 2 to 6, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

### *Membership*

10. A CAP consists of:
  - a) Chief Academic Officer (Chair)
  - b) Academic Secretary (Secretary)

- c) An external academic (law)
- d) At least 1 external legal practitioner of at least 5 years post qualification experience;
- e) An internal academic who does not teach in the relevant program.

#### *Quorum*

- 11. All members are required for a quorum.

#### *Meetings*

- 12. A CAP will first meet to review the proposal and formulate written questions for the course proponents to provide a written response to.
- 13. Upon receipt of the course proponents' written response, a CAP will meet to formulate points for further discussion with the course proponents.
- 14. A CAP will then meet with the course proponents to address any points for discussion. Following their discussion with the course proponents, a CAP will then form recommendations regarding:
  - a) Whether or not to endorse the proposal; and
  - b) If the proposal is to be endorsed, whether the recommendations are to contain any conditions, requisitions or suggestions, including the timeframe they are to be completed by.

#### *Minutes*

- 15. Minutes of each meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to CAP members within 14 days of the meeting.
- 16. Minutes of CAP meetings will be the primary means of reporting to the Academic Board on how a CAP has discharged its duties as detailed in these terms of reference.

#### *Written report*

- 17. A written report summarising the course proponents' submission and a CAP's deliberations, together with their recommendation and any conditions, requisitions and suggestions, is to be tabled at the next meeting of the Academic Board.

#### *Confidentiality*

- 18. CAP members must keep confidential all information pertaining to matters dealt with by a CAP. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left a CAP.

## Course Review Panel

### *Purpose*

1. Course review is an important aspect of ongoing academic quality assurance as articulated within the Quality Assurance Framework. A Course Review Panel (CRP) is convened for the purpose of review and reaccreditation of existing courses in exercise of the College's Self Accrediting Authority.

### *Terms of reference*

2. A CRP formally reviews existing courses to ensure that they are effectively meeting their objectives, that requisite standards are being met and that improvement targets are set and achieved.
3. A CRP will seek to ensure:
  - a) A high standard of teaching and learning in all programs by reference to outcome and evaluation data;
  - b) Outcome and evaluation data is used to inform developments and improvements in curriculum and delivery;
  - c) Course proponents will be given targets to be noted in the next iteration of the Teaching and Learning Plan;
  - d) That the requirements and recommendations of external accreditation agencies (eg, TEQSA, admitting authorities and the Department of Education) are reflected in all College programs.
4. To review a course, the course proponents must submit their proposal in the Course Reaccreditation Proposal report template which is aligned to the Renewal of Course Accreditation (HESF 2021) existing provider form published by TEQSA.
5. A CAP will have reference to:
  - a) The TEQSA Threshold Standards and Risk Framework;
  - b) The Australian Qualifications Framework;
  - c) The Academic Board Charter including the Principles in Research and Scholarship, the Principles in Teaching and Learning and the Principles of Engagement with the Profession and Community;
  - d) Relevant internal policies; and
  - e) The relevant Course Aims and Learning Outcomes as originally (or previously) expressed.

### *Schedule of reviews*

6. A CRP will be convened to review a Program at least once every registration cycle commencing as follows:
  - (a) The Master of Legal Business Management and nested awards are to be next reviewed in 2025;
  - (b) The PLT Program is to be next reviewed in 2027;
  - (c) The Master of Laws Program and nested awards are to be next reviewed in 2029.

### *Other formal reviews*

7. The Academic Board and/or the Academic Secretariat may, at any time, instigate additional forms of review with regard to ensuring that a program is effectively meeting its objectives, that regulatory standards are being met and that improvement targets are set and achieved.
8. The regular consideration of student data by the Academic Board and its subcommittees (including Curriculum Advisory Panel minutes and external moderation reports), and the findings of the annual Academic Baseline Report, may also constitute a basis for ascertaining ongoing fitness for purpose of courses. Acceptance by the Academic Board of those reports may also be regarded as evidence of ongoing internal review and approval.

### *Delegated authority*

9. A CRP does not have any final authority with respect to internal accreditation but provides a report with recommendations to the Academic Board. The Academic Board endorses (or not) that report (including any conditions, requisitions and suggestions) prior to the Board of Governors' final determination.
10. A CRP may make recommendations on any course related matter (including for course improvement) and may require, in appropriate cases, a response in writing from the relevant Program Director within such period as is reasonable.
11. Should a CRP be delegated authority to undertake any tasks in addition to those detailed in clauses 2 to 5, the Academic Secretary will provide a written report at the next Academic Board meeting or prior to the next Academic Board meeting if the matter is considered urgent.

#### *Membership*

12. A CRP consists of:
  - a) Chief Academic Officer (Chair)
  - b) Academic Secretary (Secretary)
  - c) An external academic (law)
  - d) At least 1 external legal practitioner of at least 5 years post qualification experience;
  - e) An internal academic who does not teach in the relevant program.

#### *Quorum*

13. All members are required for a quorum.

#### *Meetings*

14. A CRP will first meet to review the proposal and formulate written questions for the course proponents to provide a written response to.
15. Upon receipt of the course proponents' written response, a CRP will meet to formulate points for further discussion with the course proponents.
16. A CRP will then meet with the course proponents to address any points for discussion. Following their discussion with the course proponents, a CRP will then form recommendations regarding:
  - a) Whether or not to endorse the proposal; and
  - b) If the proposal is to be endorsed, whether recommendations are to contain any conditions, requisitions or suggestions, including the timeframe they are to be completed by.

#### *Minutes*

17. Minutes of each meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to CRP members within 14 days of the meeting.

#### *Written report*

18. A written report summarising the course proponents' submission and a CRP's deliberations, together with their recommendation and any conditions, requisitions and suggestions, is to be tabled at the next meeting of the Academic Board.

#### *Minutes*

19. Minutes of each meeting will be provided by the Secretary to the Chair for review within 7 days of the meeting and circulated to CRP members within 14 days of the meeting.
20. Minutes of CRP meetings will be the primary means of reporting to the Academic Board on how a CRP has discharged its duties as detailed in these terms of reference.

#### *Confidentiality*

21. CRP members must keep confidential all information pertaining to matters dealt with by a CRP. This includes reports and associated documents, and information contained in those documents. The obligation to maintain confidentiality continues to apply even after a person has left a CRP.