

LATROBE COLLEGE OF ART AND DESIGN

ORGANISATIONAL CHART

Any changes update the following:

- Staff Handbook
- Constitution
- Committees & Boards Terms of Reference

La Trobe International Galleries PTY LTD TA Latrobe College of Art and Design (LCAD) ensures that it has an executive officer who has sufficient authority to ensure that the college and its members always comply with the RTO standards. The CEO of LCAD is the individual responsible for this role at LCAD.

This person will also comply with the Fit and Proper Person requirements.

LCAD'S ORGANISATIONAL STRUCTURE:

Brightpath Holdings P/L is the shareholding company of Latrobe International Galleries P/L T/A Latrobe College of Art and Design (LCAD), LCAD and is a wholly owned subsidiary of Brightpath Holdings.

LCAD Ownership Brightpath Holding P/L owns 100% shares of LCAD. The director of Brightpath is Jonathon Ellis.		College Governance Board (CGB) Katie Banakh, Coordinator Jonathon Ellis Director, CEO
College Quality Group (CQG) Katie Banakh, Coordinator 5% Penny Walker-Keefe 5%	CEO Jonathon Ellis	Accounting & Finance Graham John Thomas, accountant, manages the finances and accounts 100% Assisted by Shaun Thomas, Finance Officer
Course Advisory Bion Balding Dr Michael Mark Jonathon Ellis Gleb Donskikh Richard Thomas Teacher Advisory Group	Coordinator & College Management Katie Banakh 80% Penny Walker-Keefe 80%	Finance Officer Shaun Thomas, accountant assistant 100%
	Student Admin & VSL & TACSI Bryony Whitefield 85% Saraid Banahan PT 10%	
Head of Art Dr Michael Mark PT 5%		
Marketing Saraid Banahan Penny Walker-Keefe Jonathon Ellis	Overseas Student Contact Penny Walker-Keefe 5%	Bookkeeping Bryony Whitefield 10% Shaun Thomas, Finance Officer
Sessional Teachers/ Professional Artists & Designers: Dr Michael Mark Jackie Ralph Merrin Eirth Dr Martina Copley Honor Bradbeer Nicola Hardy Penny Walker-Keefe Katie Banakh Melanie Irwin Gleb Donskikh		RTO and ESOS and VSL Rules Compliance Katie Banakh 30%
		Student Support Services and LLN Penny Walker-Keefe 5% Bryony Whitefield 5% Katie Banakh 5%

MANAGEMENT STAFF

NAME	ROLE	RELEVANT SKILLS		Year started at LCAD
Mr. Jonathon (Jonny) Ellis	CEO Shareholder member Marketing, student recruitment and Induction, course and college advisory	RTO experience 5 years LCAD experience 3 years RTO and business experience and a key role with RTO registered Terra Cordis P/L since 2021 (3 years). Management, business background, RTO Marketing background LCAD CEO and shareholder of Brightpath Holding P/L shareholder of LCAD since 2023.	Full-time	2023
Ms. Katie Banakh	Coordinator (Compliance & College Management)	LCAD experience 4 years College coordinator from July 2025 LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40122 CIV BA Fine art and Photography Deakin University Formerly teaching Digital Media and photography at LCAD.	4 days	2021
Ms. Penny Walker-Keefe	Coordinator (Student, Teacher & Course Management)	LCAD experience 4 years College coordinator from July 2025 LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40116 CIV BFA (Visual Art) University of Melbourne Teaching in Sculpture at LCAD	4 days	2021
Mr. Shaun Thomas	Finance Officer	Managing college cashflows, accounts and bookkeeping. Accountant qualified		2023
Mr. Bion Balding	Senior Advisor	Founder and 30-year CEO of LCAD Business Management Arts Professional Vocational Education Teacher of Drawing Bachelor of Visual Arts TAE40116 CIV Previous tertiary teaching experience in Visual Art and Graphic Design		LCAD founder 1995
Ms Bryony Whitefield	Head of Student Administration, Bookkeeping responsibilities, TCSI management	6 years' experience with administration at LCAD Degree in bio science and Bookkeeping experience. 10 years of bio auditing experience in the food industry.	Full-time	2019
Dr Michael Mark	HOA - Head of Art/ Teacher	Teacher of Studio, Painting, Drawing & New York / Venice /Berlin trips Professional Arts and Exhibiting Practice Is an Arts Professional and consultant in the arts Vocational Education PHD in Visual Arts TAE40116 CIV Long term member of LCAD an RTO since 2004 (30 years) Previous tertiary teaching experience in Visual Art and Graphic Design	Sessional teaching and Teacher Advisory Group board member	2004

Ms Saraïd Banahan	Office Assistance/ Teacher	Previous student at LCAD for 3 years Has long-term industry experience in publishing Sculpture teacher from 2026	PT 1 day per week	Former student started work in 2021
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PROFESSIONAL SUPPORT

NAME	ROLE	RELEVANT SKILLS
Katya Holker Hawkeye Consultancy	Compliance	RTO, CRICOS Compliance
Graham Thomas senior	College accountants	Registered Accountants
Michael Raffoul	Kingston & Knight Independent Financial Auditors	Professional Auditors
Richard Thomas	Game Art & Animation and College Advisor	Game Art and Animation, RTO director, Business owner

MANAGEMENT PROCEDURES

Shareholders

Owners and investors of the college. They will form part of the Governance Board and will ratify any major financial, legal and education matters decided by the College Governance Board (CGB).

College Governance Board (CGB)

The board is responsible for major issues with finances, business, staffing, governance, college premises and improvements, future and business development and reporting to the shareholders.

The CEO chairs the CGB. The board should also include the coordinator and one or two representatives from the shareholders.

CEO

The most responsible position in the organisation is the CEO, who sits on the CGB and implements directives from the board. They are responsible for and make decisions regarding finance and business, management, staffing, governance, building and improvements, and future business development. The CEO will report findings and issues facing the college to the CGB.

The CEO is responsible for overall compliance with RTO standards and legislation, but will delegate the duties to the coordinator.

The CEO must have a thorough understanding of the college's functions, processes, and compliance requirements related to ASQA, CRICOS, and VSL. The CEO will:

- Regularly hold management meetings to review strategic priorities, including the rolling 3-year business plan.
- Check that management staff, particularly the coordinator, should be sufficiently skilled and knowledgeable about management and compliance.
- Maintain control of the health of the college's reputation, finances and legal requirements.

College Quality Group (CQG)

The CQG is responsible for advising on issues related to teaching staff, students, compliance, education quality, courses, course needs, and qualifications. The CQG should include the coordinator and another experienced in teaching and assessing.

Coordinator

LCAD has two coordinator roles. At times, these roles overlap. The occupants in these roles will support one another at all times.

Coordinator (Compliance and College Management)

The coordinator (compliance and college management) is a key management position responsible for implementing directives from the CEO, CGB and CQG, as well as advising the CEO and boards on any matters that they cannot resolve themselves.

Serve on the College Governance Board (CGB) and the College Quality Group (CQG).

Will contribute to the business development of the College.

The coordinator (compliance and college management) will ensure that they possess excellent knowledge of and ensure the college is compliant with the following standards, including the national regulator of VET – ASQA, and standards specific to LCAD as a registered RTO and approved VET Student Loans provider, and CRICOS approved provider for overseas visa students:

1. Standards for RTOS 2025
2. VET Student Loans Rules 2016
3. ESOS National Code of Practice 2018

They ensure the college has a complete set of policies and procedures covering all the above standards, and those that are required are published on the college's website.

They must ensure the college completes an annual audit of its policies and procedures as part of the college's requirement to continuously improve where possible. A complete set of checklists and registers must be in place to accomplish this. Where possible, they must act on recommendations or requirements to make improvements as a result of the internal audit for any aspect of the college.

They must ensure they respond to directives from ASQA, DEWR and other relevant government departments promptly.

They are responsible for the set-up and maintenance of the college's student management system (Ready Student).

They are responsible for the college premises and general facilities.

They will ensure that teaching staff complete their annual performance, professional practice, and professional VET practice requirements.

Will actively review the wording and any marketing material issued or published by the college.

They are responsible for staff and ensure that others are informed and updated on any government changes affecting their roles in the college.

They will ensure that the qualifications delivered by the college are up to date and not superseded, as listed on the National Register of VET (Training.Gov.au).

Responsible for meeting to be minuted and for the minutes to be communicated to relevant staff and maintained in the college files.

Support for staff and teachers.

They will serve as a Student Support Services Officer (SSSO), offering student welfare and academic support.

Prepare annual VSL schedules.

Prepare annual year planners.

Will provide technical support to teachers.

Will conduct Validation of Assessment and monitor due dates.

Coordinator (Student, Teacher, Course Management)

This coordinator (student, teacher, or course management) will oversee all matters related to students, teachers, and courses.

Additionally, they oversee student and teacher recruitment, induction and monitoring, and student progress.

Always use the college's policies and procedures where needed.

Respond to and process complaints and appeals.

Serve on the College Quality Group (CQG) and will rectify or make improvements as required by this board.

They are responsible for all teaching staff and delivery, as well as the quality of assessment, course and teaching materials, teaching resources and ensuring facilities and classrooms are in place.

They are responsible for maintaining and ensuring the integrity of LCAD courses, assessment tools, assessment completions, and assessment extensions.

They will manage and process prospective student applications, liaise with applicants, conduct interviews, and confirm their enrolments, inducting the students into the college and their course.

They will take a leading role in providing new student cohorts with an orientation session.

They will serve as a Student Support Services Officer (SSSO), offering student welfare and academic support.

Oversee that the college provides students with their teacher comments and assessment results, and create and issue testamurs, TORs, and SOAs as needed.

Will act as a technician for students and staff when required.

Coordinate teachers schedules, create class timetables, and schedule classrooms.

Prepare annual course planners (guided by Enrolment Lists)

Interview and hire new teaching staff, manage and ensure they have what they need to teach.

Manage students with needs, create and implement reasonable adjustment plans

Contribute to marketing, social media and provide and update the college's website.

Maintain a First Aid officer qualification.

Report to Centrelink when required.

Analyse student data, pass rates, completions, enrolment statistics and write necessary reports.

Take a lead role in any social functions involving the college.

Head of Student Administration

HOSA oversees all student matters other than student interviews, student complaints and student progress issues. They are also responsible for managing teachers but not their contracts unless ongoing which is managed by the coordinator.

HOSA is also responsible for updating student information to TCSI and AVETMISS. As well as collecting fees, processing enrolments, entering students into classes, and managing of USI register, CHESSM and student records. Facilitates pre-enrolment skills check and CSPA testing. When skills permit the HOSA is also responsible for Bookkeeping and dealing directly with the accountants. The HOSA is answerable and reports to the CEO and coordinator.

Head of Art

The HOA's key role is the design and maintenance of the college's training programs and courses by which students will be assessed against the training package qualification units of competencies. They are responsible for the academic content, industry relevance, appropriate level of training, and linking of study units into training plans.

The HOA is answerable and reports to the CQG - College Quality Group as well as the CEO and coordinator.

COMMITTEES

CQG - COLLEGE QUALITY GROUP		
NAME	ROLE	RELEVANT SKILLS
Ms. Katie Banakh	Coordinator, Management, ASQA, VSL CRICOS Compliance.	LCAD experience 3 years LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40122 CIV Formerly teaching digital media and photography at LCAD.
Ms. Penny Walker-Keefe	Coordinator, Management, Student Registrar, Communications,	LCAD experience 3 years LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40116 CIV BFA (Visual Art) University of Melbourne Teaching in Sculpture at LCAD
Bion Balding	Senior Consultant	Artist/ Executive Director of LCAD for 30 years Tertiary teaching experience TAE40116 CIV

Role of the CQG

1.1 The CQG comprises of directors and senior teaching staff at LCAD with relevant qualifications and experience to LCAD scope of programs

1.2 Roles and responsibility

The role and responsibility of the CQG is to monitor, revise and ensure continuous improvement of LCAD key areas, including

- Continuous improvement
- Assessment and quality monitoring
- Teaching delivery and quality
- Educational resources
- Policy and procedures
- Engagement with industry
- Student attendance and progress
- Industry assurance and relevance\

1.3 Number of meetings

The College Quality Group will have at least 1 scheduled meeting per annum, not precluding ad hoc meetings that might occur on a need-to basis.

1.4 Secretarial support

The Course Coordinator will nominate someone from the committee to record and distribute the minutes.

1.5 Implementation

The coordinator has overall responsibility for implementing the committee's recommendation for continuous development and improvement of program.

CGB - COLLEGE GOVERNANCE BOARD		
NAME	ROLE	RELEVANT SKILLS
Ms. Katie Banakh	Coordinator, Management, ASQA, VSL CRICOS Compliance.	LCAD experience 3 years LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40122 CIV Formerly teaching digital media and photography at LCAD.
Jonathon Ellis	Executive Director	RTO experience and a key board role with Terra Cordis pty ltd since 2021. RTO experience with LCAD since September 2023. Director and part shareholder of Brightpath Holding P/L, shareholder of LCAD

Role of the CGB - COLLEGE GOVERNANCE BOARD

1.1 The CGB comprises of the directors of LCAD who have a vested interest in the welfare, health, financial and reputation of the college.

1.3 Roles and responsibility

The role and responsibility of the CGB is to monitor, revise and ensure continuous improvement of LCAD key areas, including

- Administration
- Building/plant/equipment
- Future Directions
- Financial management
- Marketing
- Governance
- Staffing

1.3 Number of meetings

The College Governance Board will meet every 3-4 months and more often if issues need resolving.

1.4 Secretarial support

The Course Coordinator will nominate someone from the committee to record and distribute the minutes.

1.6 Implementation

The coordinator has overall responsibility in implementing the committee recommendation continuous development and improvements program.

TEACHERS ADVISORY GROUP

NAME	ROLE	RELEVANT SKILLS
Once or twice per year LCAD Teachers and art professionals will meet to discuss course delivery, assessment, industry and relevance and changes to programs / college.		
Our teachers work on a term basis and often change based on their availability and other teaching or art exhibition / industry commitments. All our teachers have experience in the art world has practitioners and lecturers/ teachers. Many are teaching at the same time at other TAFES / Universities. Some are emerging in their fields whilst others have many years extensive experience. Some teachers have overseas teaching experience also which is important to LCAD adding mix and variation to its programs. It is important that our teachers have very strong industry relevance in some capacity and because of this we have included them in the Assurance Advisory Committee as the one of the more effective ways to test and effect our education relevance and continuous improvement.		
Ms. Katie Banakh	Coordinator, Management, ASQA, VSL CRICOS Compliance.	LCAD experience 3 years LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40122 CIV Formerly teaching digital media and photography at LCAD.
Ms. Penny Walker-Keefe	Coordinator, Management, Student Registrar, Communications,	LCAD experience 3 years LCAD management training over 2024 LCAD Teaching and Assessing experience TAE40116 CIV BFA (Visual Art) University of Melbourne Teaching in Sculpture at LCAD
Bion Balding	Senior Advisor	Coordinated and managed LCAD as CEO for 30 years Extensive teaching
Dr Michael Mark	Head of Art	Worked with LCAD for 25 years
	All current teachers	A range of experience as arts and design professionals

Role of the TEACHERS ADVISORY GROUP

1.1 Comprises of the CC, HOA and all current teaching staff at LCAD

1.2 Roles and responsibility

Role and responsibility is to consider the teaching programs and student work and advise if, in their opinion, improvements could be made:

- Training programs / Units of Study
- Handouts and Assessment Tools
- Facilities
- Student alumni

1.3 Number of meetings

The College Governance Board will meet every two or three months.

1.4 Secretarial support

The course coordinator will nominate someone from the committee to record and distribute the minutes.

1.7 Implementation

The coordinator has overall responsibility in implementing the committee recommendation continuous development and improvements program.

INDUSTRY

Once year LCAD consults with an industry person to gain their opinion on the industry relevance of training programs conducted at LCAD.

Below is a history of individuals who have been invited into the college and who have reported on their findings

NAME	ROLE	RELEVANT SKILLS
Marina Lamari 2022	Photography Industry	Professional practice and teaching experience with NCAT
2020-2021	Covid, no outside industry	
Kitty Calero 2019	Graphic design industry	Kitty is a long time graphic design industry representative with Calero and Co with many important clients. Kitty conducted a review of the graphic design student work in 2019
Dr Robyn Kingston 2017	RMIT coordinator in the visual arts degree	Robyn participated and observed assessments in the ADVA in the final term of 2019.
Dale Nason 2017	RMIT Teacher in VET Graphic Design for 18 years	Dale review current teaching practice and assessment at LCAD.
Leon Calero	Past teaches at RMIT university and LCAD. Now representing Le Sphinx Design	Leon and Kitty represent the industry in Graphic Design through their company Le Sphinx Design. They also have many years experience teaching at a variety of university and VET levels in design. Their experience across both industry and education is ideal in seeking their opinion and assessment of LCAD courses and graduates skills and knowledge on completion of their courses.
Dr John R Neeson 2015	Independent Industry Assurance and visiting arts Professional	John has vast industry experience in Vet and Higher education in art and design education. He has been invited numerous times by other colleges of art in VET as an outside advisor to review courses, training and student outcomes.
Merrin Eirth 2014	Independent Industry Assurance and visiting arts Professional	Former Head of Drawing (2013) at VCA. Major Austrian artist and academic over the past 30 years.
Sharron Pakir 2013	Independent Industry Assurance and visiting arts Professional	Founding member of Dance School. Invited to LCAD based on her widely known profile and skills in marketing her school particularly in new media forms –Facebook, Twitter etc
Dr Lutz Presser 2012	Independent Industry Assurance and visiting arts Professional	Former director and Head of Tasmania college of Arts, former Head of Painting VCA, numerous roles in arts colleges throughout Asia. Significant profile as an academic and in college management in visual art in Australia and overseas. Writer and publisher of art texts.
Elizabeth Gower 2011	Independent Industry Assurance and visiting arts Professional	Acknowledged Australian Artist since the mid seventies with a high profiled art practice with significant representation in many Australian and overseas major public and private art collections. Many years lecturing and advising on art education in Australia. Currently lecturing at VCA - the pre-eminent art institution of Australia. Has also operated a private school New Arts for five years. Extensive overseas experience and awareness of benchmarks in art education in Europe and USA.. Elizabeth is within LCAD's management in an observational capacity and is regularly in contact with the college and exhibitions of work by LCADs students. Her focus of attention is LCAD's educational standards and relationship to Industry. Her role is to visit the studios and view exhibitions of student work and give advice to LCAD if and when the need arises. She also has meetings with the college directors as a process of LCAD maintaining industry awareness.

TEACHING ADVISORY GROUP

NAME	ROLE	RELEVANT SKILLS	Year started at LCAD
Katie Banakh	Coordinator, Teaching	College coordination Digital, Photography, Painting Tertiary award in art and photography TAE40122 CIV	2022
Penny Walker Keefe	Coordinator, Teaching	College coordination Sculpture and Visual Art Arts Professional TAE40116 CIV BFA (Visual Art) University of Melbourne	2022
Mr Bion Balding	Senior Advisor LCAD	Coordination experience Drawing Arts Professional Vocational Education BA Visual Arts TAE40116 CIV Previous tertiary teaching experience in Visual Art and Graphic Design	1995
Dr Michael Mark	Head of Art , Teaching	Studio Art, Painting, Drawing Arts Professional New York TAE40116 CIV (upgrading to TAE40116 CIV march 2019) 16 years teaching at LCAD	2004
Jackie Ralph	Sessional Teaching	Painting, Drawing Arts Professional TAE40116 CIV	2005
Martina Copley	Sessional Teaching	Advanced Visual Art Studio Practice Art Theory / History Professional practice Arts Professional Art writer/ critic Gallery coordinator Exhibition curator TAE40116 CIV	2015
Merrin Eirth	Sessional Teaching	Drawing Arts Professional TAE40110 CIV with sufficient units towards TAE40116 to teach and assess	2012

