

### **3.6 The College Management Team**

ICD Business School was incorporated in 2002 as a private company limited by shares (company registration number 358669). The college's senior management team comprises its director, Mr. Vincent Barry, and its secretary, Ms. Joyce Zhao. As a limited company, ICD Business School is required to be fully compliant with all legal, company, secretarial, taxation and accounting requirements under Irish law.

The college management team is responsible for:

1. Managing the operations of ICD Business School in a manner which upholds the college's principles of governance and aligns with the strategic priorities identified by governing body
2. Delegating responsibility for the college's corporate and academic governance to governing body and academic council respectively, and guaranteeing their independence
3. Accounting to governing body for the annual performance of the college
4. Ensuring the financial sustainability of the college and the viability of its educational provision
5. Fulfilling its fiduciary responsibilities to all internal and external stakeholders, with an emphasis on the protection of enrolled learners
6. Approving annual budgets, recruiting staff members, and setting salary scales
7. Keeping the college's statutory registers up to date and filing accurate annual returns and accounts
8. Ongoing monitoring to ensure all programmes are financially viable through monitoring income and expenditure on programmes and filing accurate annual financial accounts
9. Participating in ongoing business case analysis for existing and new programmes, including cost/benefit analysis of continuing existing programmes and proposed new programmes, in conjunction with the Governing Body
10. Ensuring ICD's full operations integrate all legislative and regulatory guidelines including educational quality assurance and regulation (e.g. QQI regulation), health and safety legislation, employment legislation, and finance and taxation legislation
11. Ongoing monitoring of resource requirements for programmes and ensuring resources are allocated effectively (e.g. human resources, financial resources, physical resources, technological resources)
- 12.** Receiving reports and direction from Governing Body on all decisions regarding improving or altering information shared publicly about programmes, ICD's quality assurance procedures

and infrastructure, and related activities to ensure information published is clear, accurate, objective, and up to date to ensure compliance with the Qualifications and Quality Assurance (Education and Training) Act (2012, Revised 2014) and to ensure a culture of transparently informing all enrolled learners and prospective learners

- 13.** Taking action on all decisions regarding improving or altering information shared publicly about programmes, ICD's quality assurance procedures and infrastructure, and related activities to ensure information published is clear, accurate, objective, and up to date to ensure compliance with the Qualifications and Quality Assurance (Education and Training) Act (2012, Revised 2014) and to ensure a culture of transparently informing all enrolled learners and prospective learners
14. Ensuring all staff are informed about quality assurance policies, programmes, and changes to programmes, the quality assurance policy, and all organisational decisions
15. Ensuring staff development initiatives are reviewed and resourced

Mr. Barry is the ICD Business School's Managing Director and is ultimately responsible for taking managerial decisions and overseeing the business affairs of the college. The college director's role is varied but typically entails managing its day-to-day operations, entering into deals and contracts, executing documents, recruiting and employing staff, and supporting the work of the governing body in identifying and managing risk, setting the college's strategy, and planning for its future development. Academic staff recruitment processes specifically use the module descriptor and programme manual staffing requirements criteria (e.g. required candidate's experience, qualifications, and expertise) to assess all candidates for teaching roles. The Managing Director promotes and facilitates all academic staff developing and maintaining relationships with communities of practice in their respective fields. This includes reviewing, and approving as appropriate, any financial or non-financial assistance, which is provided to academic staff to ensure they are encouraged to attend conferences, engage in research seminars, and membership of academic and professional bodies and associations. All staff are encouraged to liaise with the Managing Director and submit requests for assistance.

The director also has a responsibility for ensuring that the college is managed ethically and transparently, and that he undertakes his work in a manner consistent with his fiduciary duties under Irish law. These include:

1. Acting in good faith and in what the director considers to be in the interests of the company, its staff members, and its learners
2. Acting honestly and responsibly in relation to the conduct of the affairs of the company
3. Acting in accordance with the company's constitution and exercising his powers only for the purposes allowed by law
4. Not using the company's property, information or opportunities for his or her own benefit
5. Avoiding any conflict between the director's duties to the company and the director's other interests
6. Ensuring that the college is fully compliant with all of its legal and regulatory obligations as both a limited company *and* a quality-assured provider of educational programmes
7. Ongoing monitoring to ensure all programmes are financially viable through monitoring income and expenditure on programmes and filing accurate annual financial accounts
8. Participating in ongoing business case analysis for existing and new programmes, including cost/benefit analysis of continuing existing programmes and proposed new programmes, in conjunction with the Governing Body
9. Acting on all Governing Body decisions regarding improving or altering information shared publicly about programmes, ICD's quality assurance procedures and infrastructure, and related activities to ensure information published is clear, accurate, objective, and up to date to ensure compliance with the Qualifications and Quality Assurance (Education and Training) Act (2012, Revised 2014) and to ensure a culture of transparently informing all enrolled learners and prospective learners

Ms Zhao acts as the company secretary. Her work entails ensuring that the college complies with the law, managing its daily administration, keeping the college's statutory registers up to date, and - alongside the college's accountants Tom O'Brien & Associates - filing annual returns and accounts with the Companies Registration Office (CRO). The college secretary is also responsible for convening the company's AGM and keeping minutes of directors' meetings. The college's most recent annual returns were filed with the CRO in June 2019 and are a matter of public record.

### **3.6.1 The Management Team and ICD's new system of governance**

As a small limited company with two directors who also make up the college's senior management team- and with Ms. Zhao acting as the college registrar- ICD has set out to redesign its governance system and processes to ensure that there is sufficient segregation of duties to protect the core governance principles of 'academic independence' and 'accountability, oversight and transparency'. As the college sits at a strategic inflection point in its growth as a higher education institution, the further delegation and distribution of responsibility for management and decision-making will – it is hoped – put ICD on a firm footing to succeed in the next stage of its continuous development as a quality-assured provider educational programmes.

The management team have committed to ensuring that ICD's governance system has been designed to enshrine its core principles of governance. Academic council have been constituted to guarantee that they can carry out their work independent of undue corporate influence and commercial consideration, while governing body will have overall responsibility for promoting and directing a robust, transparent, and accountable culture of quality assurance and enhancement at ICD Business School. The Management Team play a key role in reporting to Governing Body on all actions regarding improving or altering information shared publicly about programmes, ICD's quality assurance procedures and infrastructure, and related activities to ensure information published is clear, accurate, objective, and up to date to ensure compliance with the Qualifications and Quality Assurance (Education and Training) Act (2012, Revised 2014) and to ensure a culture of transparently informing all enrolled learners and prospective learners. The Managing Director is currently (August 2019) overseeing a full overhaul and relaunch of the ICD website to ensure it is in keeping with all QQI guidelines and to ensure it contains the most up to date ICD QA policies.

## REFERENCES

Qualifications and Quality Assurance (Education and Training) Act (2012, Revised 2014) *Government of Ireland*. Available from [https://www.qqi.ie/Downloads/Qualifications%20and%20Quality%20Assurance%20\(Education%20and%20Training\)%20Act%202012%20-%20Revised%20November%202014.pdf](https://www.qqi.ie/Downloads/Qualifications%20and%20Quality%20Assurance%20(Education%20and%20Training)%20Act%202012%20-%20Revised%20November%202014.pdf)